

Board Report

Date

Wednesday,
27 October 2021

Venue

Online via Zoom



Board agenda

Where:	Online via Zoom
When:	Wednesday, 27 October 2021 10.00 am – 3.45 pm
Board members:	Paul Majurey – Chair David Kennedy – Deputy Chair Richard Leggat - Director John Coop – Director Steve Evans – Director Jennifer Kerr – Director Kenina Court – Director Susan Huria – Director
Liaison councillor:	Cr Efeso Collins

Local Government Official Information and Meetings Act 1987 (LGOIMA) statement

Information contained in sections of this agenda should be treated as confidential, as releasing it would prejudice the commercial position of Panuku or Auckland Council. Under Section 7 of the Local Government Official Information and Meetings Act 1987, Panuku is entitled to withhold information where making available the information:

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii);*
- *to maintain the effective conduct of public affairs through the free and frank expression of opinions s7(2)(f)(i);*
- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

1.	Meeting open 1.1 Procedural motion to exclude the public Put the motion that, pursuant to clause 12.3 of the Panuku Constitution, the public be excluded from the following proceedings of this meeting, so that commercially sensitive issues can be discussed in confidential session. 1.2 Apologies
2.	Chief Executive's report
3.	Health and Safety 3.1 Management of Hoporata Quarry 3.2 Managing Asbestos and Seismic Risk in the Property Portfolio
4.	Decision papers 4.1 Pukekohe Development Opportunities 4.2 Eke Panuku regeneration program 4.3 24 Upper Municipal Place Onehunga Precinct Site Sale 4.4 The Airfields Hobsonville - Lots 5 B, 6 A, 6 B and 6C – go to market 4.5 Whitford Quarry Commercial Agreement

<p>5.</p>	<p>Decision papers</p> <p>5.1 Te Wharau o Horotiu Bledisloe House, 24 Wellesley Street Auckland – go to market</p> <p>5.2 Site C Totara Ave New Lynn – go to market</p> <p>5.3 Westhaven Marina Limited director appointment</p> <p>5.4 Eke Panuku change of company name</p> <p>5.5 New Zealand Coast Guard Grants and Donations</p> <p>5.6 Eke Panuku Risk Appetite</p>
<p>6.</p>	<p>Information papers</p> <p>6.1 Wynyard Quarter Development Strategy</p> <p>6.2 Stakeholder insights survey results</p> <p>6.3 Property market update</p> <p>6.4 Transport orientated developments, Eastern Busway programme</p> <p>6.5 Self-Insurance Fund October 2021</p> <p>6.6 Personnel Issues</p> <p>6.7 COVID-19 Update</p>
<p>7.</p>	<p>Governance matters</p> <p>7.1 Director interests</p> <p>7.2 Director meeting attendance</p> <p>7.3 Minutes of 22 September 2021 board meeting</p>

Local Government Official Information and Meetings Act 1987.

7 Other reasons for withholding official information

(1) Where this section applies, good reason for withholding official information exists, for the purpose of [section 5](#), unless, in the circumstances of the particular case, the withholding of that information is outweighed by other considerations which render it desirable, in the public interest, to make that information available.

(2) Subject to [sections 6, 8, and 17](#), this section applies if, and only if, the withholding of the information is necessary to—

(a) protect the privacy of natural persons, including that of deceased natural persons; or

(b) protect information where the making available of the information—

(i) would disclose a trade secret; or

(ii) would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information; or

(ba) in the case only of an application for a resource consent, or water conservation order, or a requirement for a designation or heritage order, under the [Resource Management Act 1991](#), to avoid serious offence to tikanga Maori, or to avoid the disclosure of the location of waahi tapu; or

(c) protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—

(i) would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied; or

(ii) would be likely otherwise to damage the public interest; or

(d) avoid prejudice to measures protecting the health or safety of members of the public; or

(e) avoid prejudice to measures that prevent or mitigate material loss to members of the public; or

(f) maintain the effective conduct of public affairs through—

(i) the free and frank expression of opinions by or between or to members or officers or employees of any local authority, or any persons to whom [section 2\(5\)](#) applies, in the course of their duty; or

(ii) the protection of such members, officers, employees, and persons from improper pressure or harassment; or

(g) maintain legal professional privilege; or

(h) enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities; or

(i) enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or

(j) prevent the disclosure or use of official information for improper gain or improper advantage.

Eke Panuku Development Auckland (Eke Panuku)

Eke Panuku partners with the development sector, iwi and central government to facilitate redevelopment of selected areas across Auckland to promote quality-built environments and residential and commercial growth. Eke Panuku will actively review the council group property portfolio for sites that are surplus to service requirements, require renewal or are underutilised and make land available for redevelopment. Eke Panuku will continue to redevelop the city waterfront area and manage non-service properties on behalf of the Auckland Council Group. Eke Panuku's subsidiary is Westhaven Marina Limited.

Our name

'Eke Panuku' means 'to move forward' and that's exactly what we're helping Auckland to do.

Our vision

Shaping spaces for Aucklanders to love

Our mission

The mission of Eke Panuku is to rejuvenate urban Auckland, from small projects that refresh a site or building, to major transformations of town centres or neighbourhoods. Eke Panuku improves the uses of land and buildings that Auckland Council owns, attracts private investment and together we unlock their potential to create spaces Aucklanders love.

Our purpose

The purpose of Eke Panuku Development Auckland (Eke Panuku) is to contribute to the implementation of the Auckland Plan and encourage economic development by facilitating urban redevelopment that optimises and integrates good public transport outcomes, efficient and sustainable infrastructure and quality public services and amenities.

Eke Panuku will manage council's non-service property portfolio and provide strategic advice on council's other property portfolios. It will recycle or redevelop sub-optimal or underutilised council assets and aim to achieve an overall balance of commercial and strategic outcomes.

What we do

Eke Panuku Development Auckland helps to redevelop parts of our city, we're working to improve the quality of urban living across Auckland.

To do this it's important to understand the communities in which we work. We manage around \$2 billion of land and buildings that Auckland Council owns, which we continuously review to find smart ways to generate income for the region, grow the portfolio or release land or properties that can be better used by others.

There were no apologies at the time of publishing.

Information paper: Chief Executive's Report

Document author: David Rankin

October 2021

Whakarāpopototanga matua | Executive summary

1. This is a public report with confidential information redacted, indicated in **blue font**. Where redacted information exists, a reference to the section of the Local Government Official Information and Meetings Act 1987 (LGOIMA) has been cited in the publicly available version of the agenda. It incorporates a range of material on current and emerging issues.

Matapaki | Discussion

[Redacted content]

Thriving Town Centres

6. At the workshop on 8 October, the board supported the broad direction and articulated a range of suggestions to strengthen the guidelines and increase their impact and practical usage. The team will work through the material alongside completing engagement with mana whenua and with the additional stakeholders suggested. A full draft of the guidelines document will be provided to the Board for comment prior to seeking

endorsement. Input from the Planning Committee and Local Board Chairs will be sought at a workshop on 27 October 2021.

Infrastructure Proposals - Light Rail and Northern Pathway

7. Our information is that the business case for light rail will go to the Cabinet in the next month as per the programme and decisions are anticipated prior to Christmas. The government has scrapped the \$785m cycle and walking bridge across the Auckland harbour. Some of the money saved has been reallocated to the Eastern Busway project, which Eke Panuku is working on with Auckland Transport to identify and leverage development opportunities.

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Schedule of properties to be recommended to Council for disposal

- 21. Asset recycling is an important lever for Auckland Council, allowing capital to be invested in the most strategically important activities. The Recovery Budget includes \$70m proceeds to be realised from asset recycling in 2021/2022. This will be achieved from two focus areas – property rationalisation and alternative commercial arrangements.
- 22. Eke Panuku works with Auckland Council to identify properties in the council portfolio that are no longer required for future council service or public work purposes and may be suitable for sale, and development if appropriate. Once a property has been identified as no longer required for current public work purposes, engagement is undertaken with council and its CCOs to establish whether the property must be retained for a strategic purpose or is required for a future funded public work. Engagement is also undertaken with ward councillors, local boards and mana whenua.
- 23. The following properties have been through the steps outlined above. No issues have been identified. Accordingly the Executive proposes recommending these properties to Auckland Council to contribute towards its asset recycling target.
- 24. Refer to Attachment A - Overview of schedule.

Update on Annual capital programme

- 25. The delivery of the annual programme is at risk. This is due to a combination of factors exacerbated by COVID-19.
- 26. Last year we had a strong year completing a number of capital projects which had been in planning for some time including some of our larger capital projects such as the Toka Puia car park building and the Westhaven Promenade which were both in excess of

\$20m. There was also a number of projects in the \$4 – 12 m value range. We have a number of projects planned for delivery this year. However they were not as advanced as some of the projects last year leading into this financial year. The programme is characterised by projects that are on average lower in project value. While this widens our impact it does increase risk to delivery and therefore our ability to use our available annual resources optimally. We continue to build our pipeline of projects across multiple years to smooth our programme in line with available resource levels.

27. This year we have further enhanced our renewals programme. Renewals are more predictable and easier to plan. We have better control around decision making as they are existing assets under our management. There is generally less stakeholder and consenting risk but it does involve working around existing operations and tenant requirements.
28. We are enhancing our planning of the acquisitions programme as this will give us more control to influence change and transform neighbourhoods. Recognising that the PWA process while successful to date does take an extended time to progress and complete.
29. Overall the momentum of the programme in quarter 1 has been affected by the covid-19 lockdown commencing in August. Unlike the last lockdown, this lockdown has occurred at the beginning of the financial year stalling the momentum of the programme as it was building early in the financial year. Physical works stopped for 5 weeks during alert level 4, from August to September 2021. The physical works aspects of the programme restarted from the middle of September under level 3 but at a slower pace due to start up times and health and safety site protocols required for contractors while the Delta outbreak is being controlled.
30. Project related activities such as project planning, business cases, design and consents were and are carried out online. Adjusting to this way of working has, and will continue to, negatively affect momentum. Certain activities cannot happen at level 4 and 3 of lock down where site visits are required. Overall the lockdowns will have a negative impact on the planning and delivery of the annual programme. Key milestones will be delayed and some projects may not be completed within the financial year. We will be able to better quantify the impact of the lockdown once alert levels are further downgraded. As part of our first quarter reviews in October we will get a better understanding of the range of issues impacting the programme at this point and be better able to identify where we can make up time and momentum lost.
31. We continue to build a pipeline of projects and bench projects, including acquisitions, which we can bring forward when required to ensure we use resources optimally. Over the last quarter we have also lifted the focus on improving planning that supports our programme and projects to ensure robust and realistic milestones and associated cashflow forecasts are set.
32. Construction material supply is another significant risk that will impact the programme this year and likely in subsequent years. Construction material demand has increased internationally and in New Zealand as economies begin to recover from the pandemic and economies open up. This demand is compounded by international production, supply and freight issues. This will affect supply, cause delays and increase prices. We are looking at ways to mitigate this risk including contingency levels, early contractor involvement, contractual arrangements enabling early ordering and aligning start dates to supply certainty, building in flexibility in specifications, material alternatives and consent conditions.

33. Skills shortage at Eke Panuku has been highlighted in our risk register. It is a wider issue across the industry and the impacts will need to be managed on an ongoing basis as we work through these challenging times.

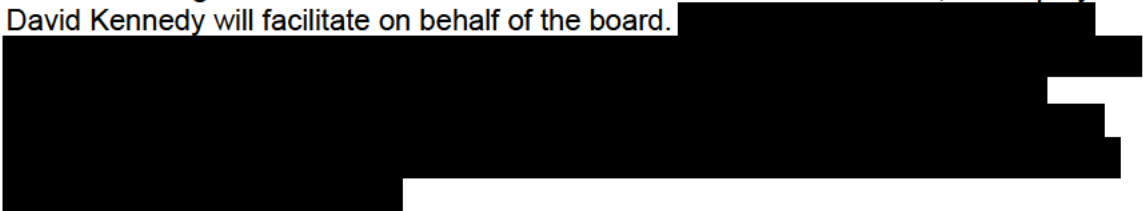
Te Arotake I te Anamata mō ngā Kaurihera – Future of local government interim report

34. One of a number of significant change initiatives the government has underway for the local government sector is a review of New Zealand's system of local democracy and governance. The stated purpose is to improve the wellbeing of New Zealanders, and actively embody the Treaty partnership.
35. The government has appointed a review panel which includes Penny Hulse, the former Deputy Mayor of Auckland Council and prior to that Waitakere City Council. The final report is due to be delivered to the government in April 2023. The panel has recently released an interim report reflecting work done to date and signalling its broad lines of enquiry for the next stage.
36. Obviously Auckland Council will be participating fully in the process.
37. Board member Susan Huria has suggested that it would be helpful for the board to note this process. I attach an extract of the priority issues identified to date by the review panel.
38. Refer to Attachment B - Te Arotake Future of Local Government Interim report pages 9 and 10.

Board Strategy Day

39. The Eke Panuku Board Strategy Day is currently postponed, and an alternative date is being discussed for the end of November/early December.

Eke Panuku and CCO Oversight Committee workshop

40. A recommendation of the CCO review was that the councillors spend more time with CCOs to better understand their priorities, activities and challenges, and to build relationships. A three hour visit by the CCO Oversight Committee (all councillors), chaired by the Deputy Mayor, Bill Cashmore, to Eke Panuku has been scheduled for Tuesday 16 November. Due to the ongoing lockdown we have agreed that a 90 minute workshop on Skype is the most practical approach. Ideally there will be a face to face meeting opportunity next year. We are currently working on the format and will provide information in advance to directors. The session will include an opportunity to introduce new directors, provide an overview of progress on a couple of locations and enable questions from and dialogue with the councillors. As the board chair is unavailable, the deputy chair David Kennedy will facilitate on behalf of the board.
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Ngā tāpirihanga | Attachments

Attachment A - Overview of schedule

Attachment B - Te Arotake Future of Local Government Interim report pages 9 and 10

Attachment C - Quarterly reporting pack

Attachment – Overview of schedule

Address	Zoning	Size	Property type	Valuation (CV)	Local Board views	Comments
Section 1 SO 62979 Titoki Street, Parnell	Residential - Terrace Housing and Apartment Building	234m ²	Vacant land	\$610,000	Waitemata Local Board endorse disposal	<p>Former stopped road bordering The Domain. Site is surrounded on 3 sides by adjacent property. The neighbouring property owner is seeking to acquire site.</p> <p>Due to size and configuration, it could only be disposed of to the neighbouring property owner.</p> <p>Site is subject to Auckland Unitary Plan transport designation controls due to undergrounded rail corridor.</p>
84 (part) Hobsonville Road, Hobsonville	Open Space – Informal Recreation	3851m ²	Vacant land	\$230,000 (entire site)	Upper Harbour Local Board endorse disposal	<p>This long narrow 3851m² site has been identified as no longer required for open space, access, and stormwater purposes.</p> <p>Due to size and configuration, it could only be disposed of to the neighbouring property owner.</p> <p>1905m² balance of site is to be retained by council.</p>
26-32 O'Shannessey Street, Papakura	Metropolitan Centre	809m ²	Car park	\$580,000	Papakura Local Board endorse disposal	<p>The Eke Panuku Board previously approved recommending the site for disposal to council's Finance and Performance Committee in 2018.</p> <p>The committee deferred a decision for up to 3 years for further planning. Staff have continued to work with the local board and have agreed to progress site as 'Support' development location to support town centre revitalisation if approved for disposal by council.</p> <p>This site will be reported back to the Eke Panuku board in due course to seek approval of the proposed development outcomes.</p>
36 Coles Crescent, Papakura	Metropolitan Centre	3586m ²	Car park	\$1,700,000	Papakura Local Board endorse disposal	<p>The Eke Panuku Board previously approved recommending the site for disposal to council's Finance and Performance Committee in 2018.</p> <p>The committee deferred a decision for up to 3 years for further planning. Staff have continued to work with the</p>

					<p>local board and have agreed to progress site as 'Support' development location to support town centre revitalisation if approved for disposal by council.</p> <p>This site will be reported back to the Eke Panuku board in due course to seek approval of the proposed development outcomes.</p>
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Priority issues

This review is an opportunity to rethink local governance, to find new approaches that can meet the challenges of the future and create conditions in which communities will prosper and thrive.

Successive reviews into aspects of local governance have found that some local authorities face significant financial and capability challenges; relationships and partnerships are not as strong as they could be; and the system as a whole is not set up to deliver the best outcomes for local communities.

Over the next 30 years these challenges are likely to grow and become more complex. The local governance system of the future will need to prepare for and respond to climate change, emerging technology, changing demographics and community expectations, earthquakes, floods, pandemics, social and economic inequities, and more.

This review is an invitation to look beyond existing structures

It is an opportunity to create a system in which the many organisations that contribute to local wellbeing can work together to more effectively address challenges and deliver shared goals and aspirations, now and into future generations.

It is an opportunity to consider how roles and responsibilities can best align with inherent strengths and capabilities, and to build a system that is agile and flexible, reflects local voices, embodies partnership under Te Tiriti o Waitangi, and delivers better lives for all of this country's diverse communities.

Planned reforms to resource management and three waters provide some indication of a possible future for local governance. But those reforms address only some of the issues facing communities, and provide only one possible direction for reform.

What we have heard so far

During this initial phase of the review we have met with representatives of local and central government, some iwi, business groups, central government representatives, experts in relevant disciplines, and others. These initial soundings have helped us to shape our priority issues and broad lines of inquiry. During this initial phase of engagement several themes have emerged.

With respect to the current system, we heard:

- ▶ The current system of local government is under pressure – some local authorities face significant funding and capacity issues, and all face onerous compliance requirements.
- ▶ The relationship between local and central government is characterised by misunderstanding and mistrust. It needs work to build trust, so both can maximise their contributions to local wellbeing.
- ▶ Current arrangements place too many consultation and engagement demands on iwi and Māori without improving Māori wellbeing.
- ▶ Current arrangements do not ensure that diverse communities are adequately represented or involved in decision-making. As a result, local authority decisions do not effectively represent all community interests.
- ▶ Current approaches to local governance are not fully meeting business sector needs, or effectively fostering innovation at a local level.

With respect to future systems of local governance, we heard:

- ▶ New and better systems of local governance are needed, in order to address challenges in the current system and maximise wellbeing.
- ▶ Any reforms should build on existing and inherent strengths, including local knowledge and the place-making role of local authorities.
- ▶ Local voice and community leadership will continue to be important, even if some functions are delivered at a larger scale.
- ▶ One size does not fit all – any new local authority structures should be tailored to meet the needs of diverse communities and circumstances.
- ▶ The system of local governance should foster innovation at a local level by businesses, community organisations and other partners.
- ▶ In a reshaped system of local governance, iwi and local authorities can be stronger partners – by working together at local and iwi rohe levels they can boost shared prosperity and wellbeing.
- ▶ New approaches to funding and financing mechanisms will be needed to ensure local authorities are viable and sustainable, and to improve equity.
- ▶ Changes to representation and electoral arrangements should be considered in order to strengthen local democracy, decision-making, and leadership.

Quarterly reporting pack

Period ending 30 September 2021



Executive summary

A range of activities, events and projects have been progressed this quarter. Momentum has been negatively affected early on in the financial year by the covid lockdowns. Teams have adjusted well to working online. Progress has continued, albeit at a slower pace, for activities such as planning, policy, business cases, improvement initiatives, design and consenting. However, activity involving site works, sale and acquisition activity, public engagement and events have been slowed or delayed and there will be financial implications due to the impact on our tenants. This impact to our overall performance will become clearer in time.

Māori Outcomes - Eke Panuku celebrated Te Wiki o te reo Māori (online) with a warm opening of the week by Mana whenua, story-telling about the locations we work in by Pita Turei and a korero with Stacy Morrison.

Climate and Sustainability – Eke Panuku's ELT approved targets for social procurement which will be presented to the Board in November 2021. Eke Panuku's ELT also supported methodologies to reduce construction and demolition waste and a zero-waste target for all Eke Panuku-led events.

Programme Spend

Capex spend is at 29 % and opex spend is at 65 % of phased budget. The board CE report has an update on programme risk.

Site Sales and development agreement progress

- Over \$11m income received for sales activity over the quarter
- 3 Go to market strategies approved for sites in the regeneration programme
- 22 disposal sites will be actively marketed for sale once covid lockdown levels allow
- 2 Haumaru sites are progressing with resource consent applications lodged for over 80 new homes across the two sites.

Public Realm/community

- **Avondale** – a new 34 space carpark is proposed at 28 Racecourse Parade following feedback through recent engagement on the design of the library, community hub and town square.
- **Northcote** – the existing library has been selected by Eke Panuku and Community Services at Auckland Council as the preferred site for the new community facilities, subject to local board approval.
- **Old Papatoetoe** – Community engagement for the masterplan launched in August 2021.

Placemaking

- **Waterfront** – Wynyard Quarter 10-year anniversary event 'Haumi' took place in August 2021. Attended by over 10,000 people.

Physical projects completed / key milestones met

- **Waterfront** - Eastern viaduct and Quay St intersection works to address stormwater issues were completed in July 2021, delivering 390 sqm of public realm works.

Programmes summary

Including transform and unlock, support regeneration programmes and asset renewals

Capex budget \$91m

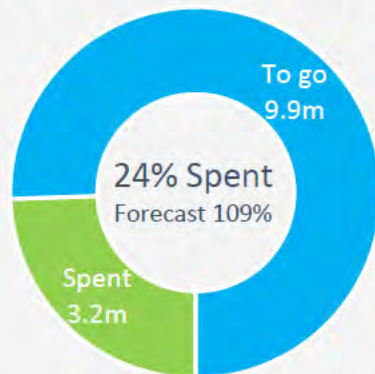


Location	Budget	YTD budget	YTD actuals
Central	50k	0k	0k
Isthmus	3.8m	595k	310k
North	10.9m	2.3m	542k
Regional	7.9m	822k	633k
Renewals	27.6m	9.5m	2.5m
South	12.4m	1.4m	413k
Waterfront	21.2m	4.6m	1.8m
West	5.8m	2.7m	284k
Total	89.7m	21.9m	6.4m
Contingency	\$11.4m		

Capex spend for the year is \$6.4m, \$15.6m behind phased budget. This is due to a combination factors including the impacts of the Covid lockdowns. Capital projects in this financial year are not as advanced at this point in the financial year and the programme is characterised by in general lower value projects and acquisitions than was the case last year. This increases the risk to delivery especially when lock downs were initiated at this point in the year and programme cycle.

In addition to the 5 weeks of lock down, a couple of key projects and acquisition spend were also not advanced as soon as we had planned by the end of first quarter, which has affected the forecast. For projects not in the construction phase, delays with consents and the availability of resources is and will impact the pace of progress. Forecasts have been updated to reflect that a spend of \$74m is more realistic for this financial year. We are reviewing impacts and ways to make up time and regain momentum.

Opex \$13.1m budget



Location	Budget	YTD budget	YTD actuals
Central	709k	268k	83k
Isthmus	2.6m	916k	312k
North	1.4m	376k	284k
Regional	1.8m	465k	488k
Renewals	0k	0k	3k
South	4.9m	1.6m	775k
Waterfront	2.6m	878k	933k
West	1.8m	372k	328k
Total	15.7m	4.9m	3.2m

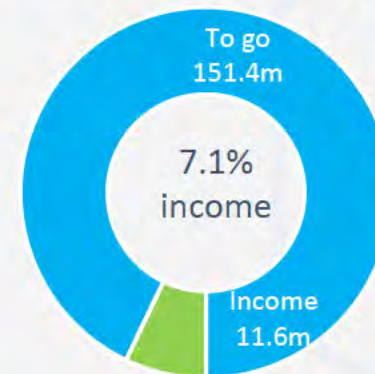
Note: budget overallocated by 15%. Adjustments will be made over the year to ensure portfolio remains within council approved budget.

Opex spend to date has been steady, averaging just over \$1m per month, which is tracking well to utilise all of the budget this year.

To date spend is \$1.7m behind programme allocation, throughout Covid lock downs project teams have been continuing to engage with local boards and communities, progress planning and project approvals.

Project teams are currently forecasting that there may be additional requirements during the year, these will be reviewed in detail at the half year once we know more about Auckland's lock down situation.

Sales income target \$163m



Target is made up of the following:

- \$95m regeneration & general asset
- \$48m T & U
- \$20m disposals

In the first quarter, there were three unconditional general asset sales at: Lincoln Rd Reserve, Henderson; 18 Weza Lane, Kumeu and 36-38 Waipareira Ave in Henderson with total net sales proceeds of \$1.9m.

In August we also received the Wynyard Quarter long term lease payment totalling \$13.2m from Fu Wah. \$9.72m of which related to an early full payment of the remaining long lease and 3.3m in interest payments.

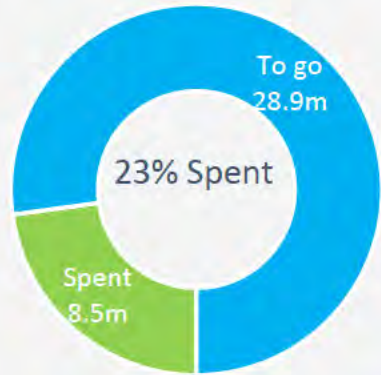
Programme RAG Status

- Central**
 - Maungawhau & Karangahape
- Isthmus**
 - Transform Onehunga
 - Unlock Panmure
- North**
 - Unlock Northcote
 - Unlock Takapuna
- South**
 - Pukekohe Programme
 - Transform Manukau
 - Unlock Papatoetoe
- Waterfront**
 - Waterfront - AC36
 - Waterfront programme
- West**
 - Unlock Avondale
 - Unlock Henderson
- Regional**
 - AT / Panuku Transit Orientated Development Programme
 - Haumaru Housing Portfolio
 - Property Optimisation
 - Corporate Property Disposal Programme
 - Supports programme
 - Unlock Ormiston Town Centre



Company wide financials

Expenditure budget \$37.4m



Expenditure is based on the following:

Costs

- \$29.3m people
- \$8.1m other – office occupancy and running costs, assurance, insurance, consultants and Viaduct Marina South

Expenditure year to date is currently \$1.0m behind phased budget.

People costs are currently \$0.4m behind budget due to staff movement and 23.1 vacant positions.

Continued market pressure on salaries to recruit and retain staff in areas around property management and development are causing constraint on the budget. The impact on the expected people cost for the year will be reported in quarter two.

Other expenses are currently tracking \$0.6m behind phased budget, this is a timing difference due to some business initiatives with planned expenditure not yet starting.

Managed properties surplus budget \$28.5m

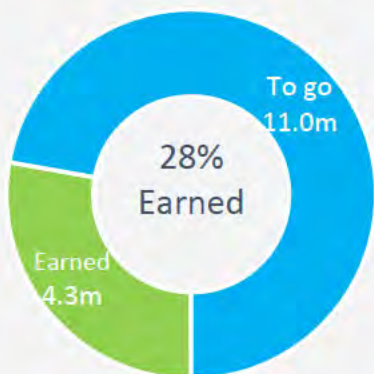


The surplus is made up of the following:

- \$22.4m Managed properties (management of commercial and residential properties on behalf of Auckland council and Auckland Transport)
- \$6.1m Marinas (3 Marinas and 2 trusts that operate to break even)

Eke Panuku's public activities of \$4.1m are offset by its business interests income of \$4.1m.

Revenue budget \$15.3m



Revenue is based on the following:

Revenue:

- \$13.6m staff recharge to council for work on projects and marina asset management staff costs
- \$1.0m Viaduct Marina South revenue
- \$0.7m Marina Trusts fees for marina operation

Revenue year to date is (\$0.2m) behind phased budget

Staff recharge revenue is currently \$0.4m behind phased budget which has been impacted by staff movements and vacancies. The decrease in recharge can be directly linked to a saving in people costs.

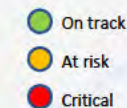
Management is very focused on ensuring all revenue that can be generated in this area is being captured through timesheets.

Viaduct Marina South revenue is \$0.2m ahead of budget as there has been better than expected occupancy during the winter months.

- Managed Properties net surplus \$3.3m ahead of phased budget:
- Commercial Property Portfolio is \$1.7m ahead of budget, there is a small increase in revenue \$0.6m and expenditure is tracking behind budget \$1.1m
- Business Interests are \$0.6m ahead of budget as Waste Disposal Services are well ahead of budget with additional throughput.
- Public maintenance in the Wynyard Quarter is \$0.4m ahead of budget due to expenditure tracking behind budget.
- Marinas are \$0.5m ahead of budget, a small increase in revenue \$0.1m and a small timing saving in expenditure \$0.3m.

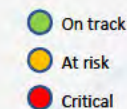
SOI performance measures

Eke Panuku has an agreed set of performance measures and targets which form the basis of accountability for delivering on the council's strategic direction and priorities. These are reported to the shareholder on a quarterly basis in accordance with the CCO Accountability Policy.



	Measure	Target	Actuals YTD	RAG	Commentary
Priority location - programmes & projects	1 Net new dwellings (housing units) - LTP	350		●	No new dwellings were forecast for the first quarter.
	2 Commercial / Retail gross floor area (GFA) or net lettable area (square meter) - LTP	0	N/A		There are no targets set for FY22.
	3 Public realm (includes new or upgraded public open space, playgrounds, walkways, roads etc.) – square meters.	21,000 sqm	390 sqm	●	390 sqm has been completed to date for works in the Waterfront at the Eastern Viaduct Quay St Intersection.
	4 Capital project milestones approved by the board achieved - LTP	>= 80%		●	All milestones are currently on track.
Service delivery	5 Annual property portfolio net operating budget result agreed with the council achieved - LTP	\$21.9m	\$5.5m	●	On track and \$3.3m ahead of phased budget.
	6 The monthly average occupancy rate for tenantable properties - LTP	Commercial 85% Residential 95%		●	Above target for this quarter with commercial at 94% and Residential at 98%
	7 The percentage of marina customers surveyed who are satisfied with marina facilities and services	80%		●	Customers will be surveyed in quarter 4.
	8 The asset recycling target agreed with the Auckland Council	\$115m	\$1.9m	●	3 sites were sold this quarter, totaling \$2m gross (\$1.9m net) 18 Weza Lane, Kumeu, Lincoln Reserve and 36-38 Waipareira Ave in Henderson.
	9 Achieve total board approved budgeted Transform and Unlock (T&U) net sales for the financial year through unconditional agreements	\$48m	\$9.72m	●	Waterfront - Wynyard Quarter long lease payment received from Fu Wah.
Business leadership	10 Creating positive outcomes for Māori - Deliver 50 ongoing or new initiatives that support Māori Outcomes	50		●	This measure will be reported at the end of the year.
	11 Enhancing the relationship between Eke Panuku and mana whenua. Increasing the percentage of satisfaction with the support they receive from Eke Panuku.	Baseline survey		●	Survey to be completed at year end.
	12 Complaints received by Eke Panuku are resolved. **Note: This is a new performance measure. The actual result for FY22 as a baseline will help set future targets.	80% of complaints are resolved within 10 working days	89%	●	For the quarter we have resolved 25 out of 28 complaints within 10 working days. Due to Covid-19 lock down there were no registered complaints received in September 2021.

Focus areas – new work and business improvement



In addition to delivering the agreed urban regeneration and property management activities, programmes and targets, these are the areas of new work and business improvement we will be focusing on to deliver our goals.

Whilst COVID has impacted our ability to undertake site-based works, including construction, placemaking and completing necessary due diligence for some of our site sales, business focus areas are progressing well as the majority can be completed remotely.

Focus area		Total initiatives	RAG			Commentary
1	Strategy & relationships	5	5	0	0	We have continued to develop the town centre guidelines and undertake stakeholder engagement with development sector, Bids, Kainga Ora and council officers Eke Panuku also supported the Joint Crown and Council Work Programme Sponsors meeting which included Ministers and the Mayor, at which the Maungawhau Karangahape and Manukau projects were discussed.
2	Business improvements	16	14	2	0	Improvements to the way we continue to do business are continuing, with ongoing focus on refining the operating model to continue to improve efficiency of decision making. Improvements to our procurement processes continue to be prioritised and are tracking well.
3	Māori outcomes	25	24	1	0	We celebrated Te Wiki o te reo Māori (online) with a warm opening of the week by Mana whenua, story-telling about the locations we work in by Pita Turei and a korero with Stacy Morrison.
4	Sustainability & Climate action	26	26	0	0	The ELT approved a policy on sustainable procurement, and this is being trialled through a number of capital projects and development agreements. The intent is to improve supplier diversity and outcomes to Māori through increased participation in the supply chain. ELT also supported methodologies to reduce construction and demolition waste and a zero-waste target for all Eke Panuku-led events.
5	Eke Panuku People	4	4	0	0	We participated in Mental Health Awareness week (again online) with webinars and workshops, meditation and mindfulness sessions and introduced Eke Panuku to <u>Te Whare Tapa Wha</u> ; a holistic Māori health model.
6	Health, safety & wellbeing	4	3	1	0	We are reviewing and refining our key H&S frameworks, and undertaking refresher training on the Safety in Design and the Safe Management of Contracts and Agreements.
Total		80	76	4	0	

People and Culture

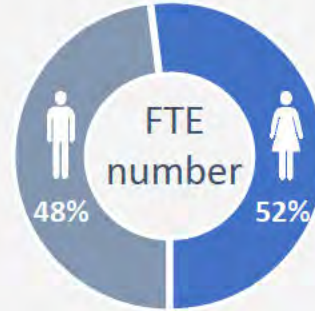


Our current actual FTE is 193.8 plus 12.1 contingent workers in FTE roles. We currently have 23.1 vacant FTE roles. There are also 13 Contingent Workers in non-FTE positions.

Staff turnover has increased from 12.9% to 15.9% this quarter. This is above the council figure of 13.4%. Leave reasons include employees finding career progression opportunities, and higher salary offers elsewhere.

The average time to recruit has increased from 93 days to 105.73 days. This can be attributed to a number of long recruitment requisitions being closed which has increased the average time to hire.

Gender



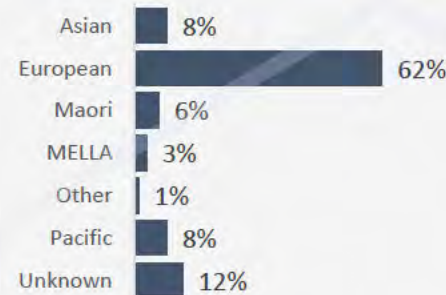
Employee salaries



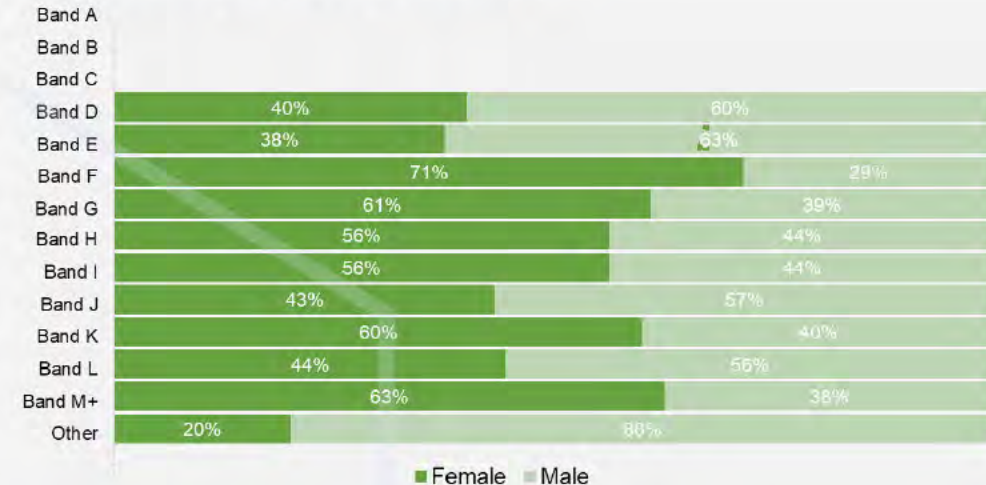
FTE summary

FTE			Non FTE
FTE Actual	Contingent in FTE	Vacant roles	Contingent in non-FTE position
193.9	12.1	23.1	13

Ethnicity

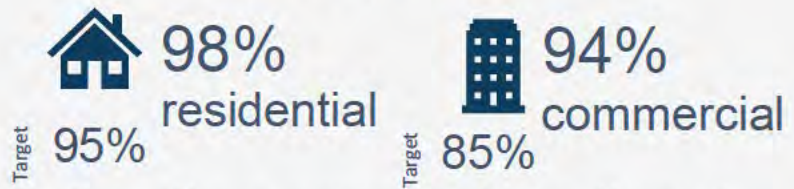


Gender by employee band



Managed properties

Occupancy

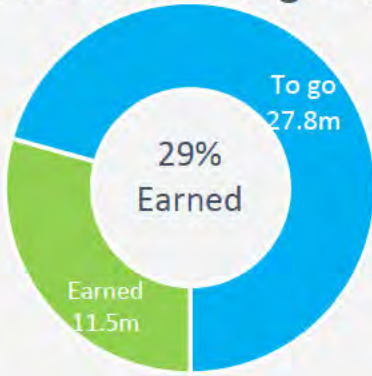


The monthly average occupancy rate for tenenable properties

Arrears



Revenue budget \$39.3m



Revenue is \$0.6m ahead of budget, due mainly to unbudgeted additional income from the continued occupation of Bledisloe House and carpark. This building is now expected to be tenanted all year.

Covid rental relief has been requested by 25% tenants to date, and it is likely that further requests will be made. Council gave various scenarios to use in modelling lockdown impacts on revenue and these gave figures of between \$1.6m and \$5.2m for this financial year.

An additional \$1m in revenue has been estimated as a result of Auckland Transport's delays to the Ameti project.

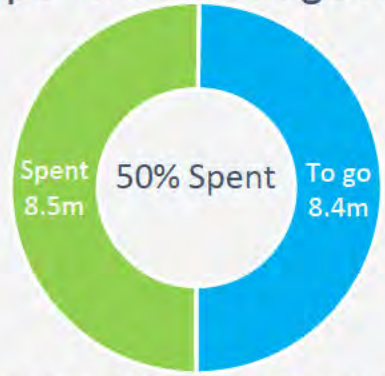
Key updates for the quarter:

Hobsonville Marina Ground rental review for 10 ground leases has been completed, providing increased rentals of up to 15%. A one-off back payment of \$0.4m was also awarded to Eke Panuku through arbitration.

39 Tainui Rd Mt Wellington, incremental rental increases of \$700k over eight years have been negotiated.

An increase in arrears due to Auckland Council's direction to halt debt collection during level 4 Covid lockdowns has impacted the commercial portfolio with only slight impacts on the residential portfolio. Soft collections have commenced in level 3.

Expenditure budget \$16.9m



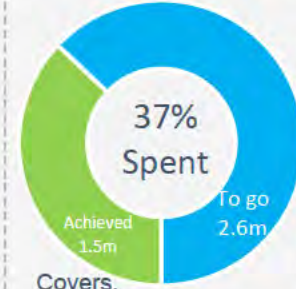
Expenditure at the end of the quarter is at 50% of the budget. This spend relates to rates totalling \$6.6m which was budgeted and expensed in August 2021.

Expenditure is \$1.1m behind phased budget, major variances include:

- Repairs and maintenance costs are tracking \$0.7m behind budget, some delays due to the impact of Covid lockdowns. However, we anticipate catching up on time lost during the year.
- A saving of \$0.2m to phased budget as a result of additional budgeted consultant work not being required for the remediation works at the old Shell site at Wynyard Point.

Forecasts will be updated at half year when there is more certainty over lock downs and the full year impact this will have.

Business interests \$4.1m



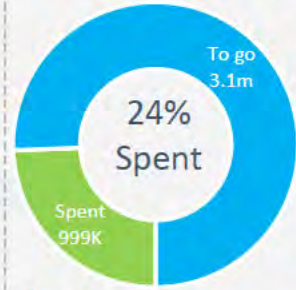
Business interest surplus is \$0.6m ahead of budget due to increased revenue from Waste Disposal Systems.

Expenditure is currently on track, however A \$160k one-off weed/pest management plan for Ti Point Forest at Leigh is now required, which Eke Panuku has responsibility for. Investigations are commencing on the future use of site.

Covers:

- forestry
- landfills (WDS)
- quarries

Public space assets \$4.1m



Public space surplus is \$0.4m ahead of budget due to savings in repairs and maintenance costs.

Wynyard Crossing Bridge has a saving in maintenance costs of \$0.1m. Routine maintenance is continuing but substantial renewals are being managed by the facilities team as a capital cost. Public maintenance costs in the Wynyard Quarter are currently \$0.3m behind budget, routine maintenance is continuing but larger annual maintenance activities have been delayed due to Covid lockdowns. We will review the potential for an annual saving in this area at the half year.

Covers:

- Maintenance in Wynyard Quarter
- Wynyard crossing bridge operation
- Tram operation

Marinas

Revenue budget \$18.1m



Revenue is made up of the following:

- \$10m Westhaven
- \$0.7m Viaduct
- \$1.3m Silo
- \$6.1m* Marina Trusts

\$18.1m
* Internal eliminations removed from Trusts financials

Overall revenue is \$0.1m ahead of phased budget, a steady start to the year across all Marinas.

Viaduct Marina is currently \$0.2m ahead of revenue expected to date due to higher occupancy

Existing trust revenue is (\$0.1m) unfavourable to budget as we evenly phased the revenue expected from the new AA berths and have only recently come on-line. Revenue is expected to catch up by the end of the year.



Westhaven Marina berths

95%
Occupancy
Target 86%

6%
Arrears
Target 3-7%



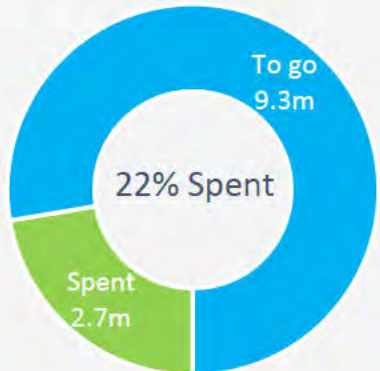
Silo Marina

6%
Arrears
Target 15%

Highlights for the quarter:

- Pile berth development has reached another milestone with the completion of the 44 berths of AA Pier. AB Pier will be completed in Q2.
 - The Westhaven Marina trusts pier refurbishment programme remains on track despite disruptions due to Covid Alert levels.
 - Raising awareness of responsible and sustainable behaviours was a feature in the October edition of the Marinas newsletter:
- 5 ways to reduce environmental impact.
1. separation of landfill and recycling;
 2. use of eco detergents;
 3. oil recycling facilities;
 4. disposing of hazardous waste;
 5. and a new initiative of collecting and recycling preloved fishing gear. "Let them fish" has distributed over 700kg of recycled equipment to the Pacific Islands.

Expenditure budget \$12m



Expenditure is made up of the following:

- \$4.7m Westhaven
- \$0.5m Viaduct
- \$0.8m Silo
- \$6m* Marina Trusts

\$12.0m

Expenditure is \$0.3m behind phased budget. There has been minimal impact on expenditure in relation to the Covid lock downs.

The Existing trust is \$0.2m behind expenditure to date, but this will be caught up over the remainder of the year.



Customer satisfaction -

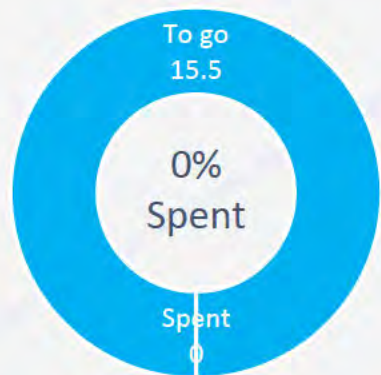
80% of marina customers surveyed are satisfied with the marina facilities and services

Marina customers will be surveyed later in the year.

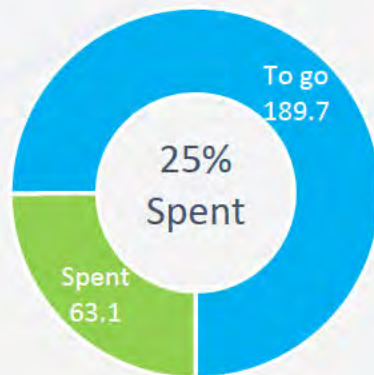
FY22 - grants and donations

Eke Panuku provides grants and donations to support a diverse range of activities and organisations, which contribute to the delivery of the strategic objectives of the executive leadership team (ELT) and the Board. These are either as a cash donation, i.e. a monetary contribution in support of an organisation or activity; or in-kind support where Eke Panuku provides the use of its managed-assets and/or services for less than the usual fee charged

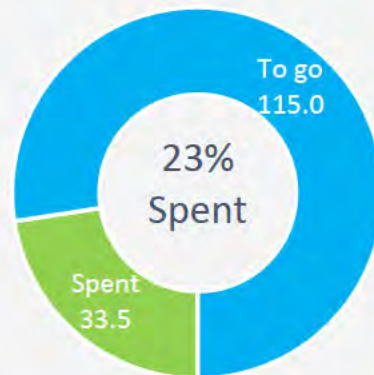
Cash donations
budget \$15.5k



Property concessions
budget \$252.8k



Marina donations
budget \$148.5k



No major variances to report. Cash grants do not occur until later in the year. Included in the plan is \$5k provision for adhoc requests, for both cash donations and marina in-kind grants.




Eke Panuku risk management update














































The reporting format on the followings page now reflects the progress on mitigations in more detail to show the efficacy of the mitigations on the risks. The effectiveness of the mitigations determines the risk ratings.

1. Covid 19 continues to be the top risk due to the financial, program and staff wellbeing impacts. The Crisis management team meets regularly responding to issues which arise, and ELT have been monitoring and managing financial and program impacts and reporting to Board and Council. Wellness programs are in place for staff, and planning is progressing for when alert levels are lowered and we can welcome staff back to the office.
2. Safety in design is addressing the health and safety risks from concept. Current mitigations include training, skills assessments, and signoffs in the project management framework.
3. The ability to attract and retain staff is being addressed through refreshing our employment brand and other innovative means to attract and retain staff.
4. Waterfront public spaces are being reviewed in the light of the multi-user environments and the balancing of edge protection, current use and probability data. Eke Panuku is taking proactive steps by factoring in 'safety in design' to new initiatives and any mitigations.
5. Eke Panuku is focussing on building better relationships with other parts of Council e.g., Auckland Transport and Community Facilities to improve coordination of programmes and projects

Eke Panuku corporate risk register

The risks identified below are considered Eke Panuku's top 15 risks for FY22. To ensure that these risks are appropriately managed, there are a number of mitigations in place which are regularly monitored and re-assessed throughout the year.

Key:
 On track
 At risk
 Critical

Risk description		Risk		Mitigation		Commentary
		Previous rating	Current rating	Total mitigations	Mitigation rating	
1	Covid-19 pandemic			10		Wellness programmes in place with good collaboration between Eke Panuku and Council
2	Safety in design			7		Training needs for SiD in conjunction with H&S Manager
3	Ability to attract and retain talent			7		Refreshing brand, salary reviews and benefits. Monitoring staff feedback
4	Waterfront public spaces			11		Risk assessments of waterfront areas, review of incidents and consulting with other PCBUs
5	Eke Panuku not aligning programmes with priority outcomes of other parts of Council, e.g. Community Facilities, Auckland Transport			6		Area of focus to establish thorough planning. Lead agency concept from CCO review
6	Staff wellbeing			7		Promoted mental health awareness week provided webinars, training, comms around support services
7	Delivery of Programme on time, cost, quality and to expectations			8		Ongoing with focus on better planning currently and lessons learnt. Project lead capability framework underway. Working with council groups to implement CCO review
8	Cyber attack on computer systems			7		Servers under the control of Auckland Council with very high levels of security, firewalls and back up protocols
9	Safe Management of contracts and agreements (previously Contract Management Framework)			8		Regular independent reviews of the consistency of use of the SMCA emphasising incident reporting, monitoring onsite and corrective action close-out with reporting to ELT and Board
10	Sustainability / climate change - Expectations not met			4		Standards for residential and commercial adopted are being implemented. Standards for public realm in development. Homestar version 5 will come into effect in 2022 so we are updating our Homestar checklist for the new version.
11	Infrastructure - cost of Development			4		Recently initiated work with Watercare and other stakeholders to share our projects and programmes to achieve understanding and alignment
12	Structure failure of public assets e.g. wharfs, commercial buildings/ sheds etc.			12		Annual review of AMPs. EQ register continuously updated. Enhanced asset information.
13	America's Cup - AC37 legacy benefits.			4		Transition plan in place and being implemented. Dependent on decision on next AC event. Keeping the occupation arrangements flexible until we have a decision on next event
14	Ability to attract partners with capacity to meet Eke Panuku's outcomes, especially for town centre development.			4		Regular updating and review of divestment strategy, reviewing market conditions in respect of partnership opportunities with developers for mutually beneficial outcomes. Monthly meetings with DM and property specialists to review market conditions and timing of sales
15	Pressure to take on new locations			4		Managing expectations around timing of the next full review in F 23 ahead of next LTP. Take opportunities to communicate this message. Seek shareholder approval of review process, scope and criteria. Ensuring consistent and aligned responses to requests via Mayoral office and council

NORTHCOTE

Masterplan: Spatial delivery plan

Total programme life cost \$83.7m

HLPP BOUNDARY

Projects completed & underway

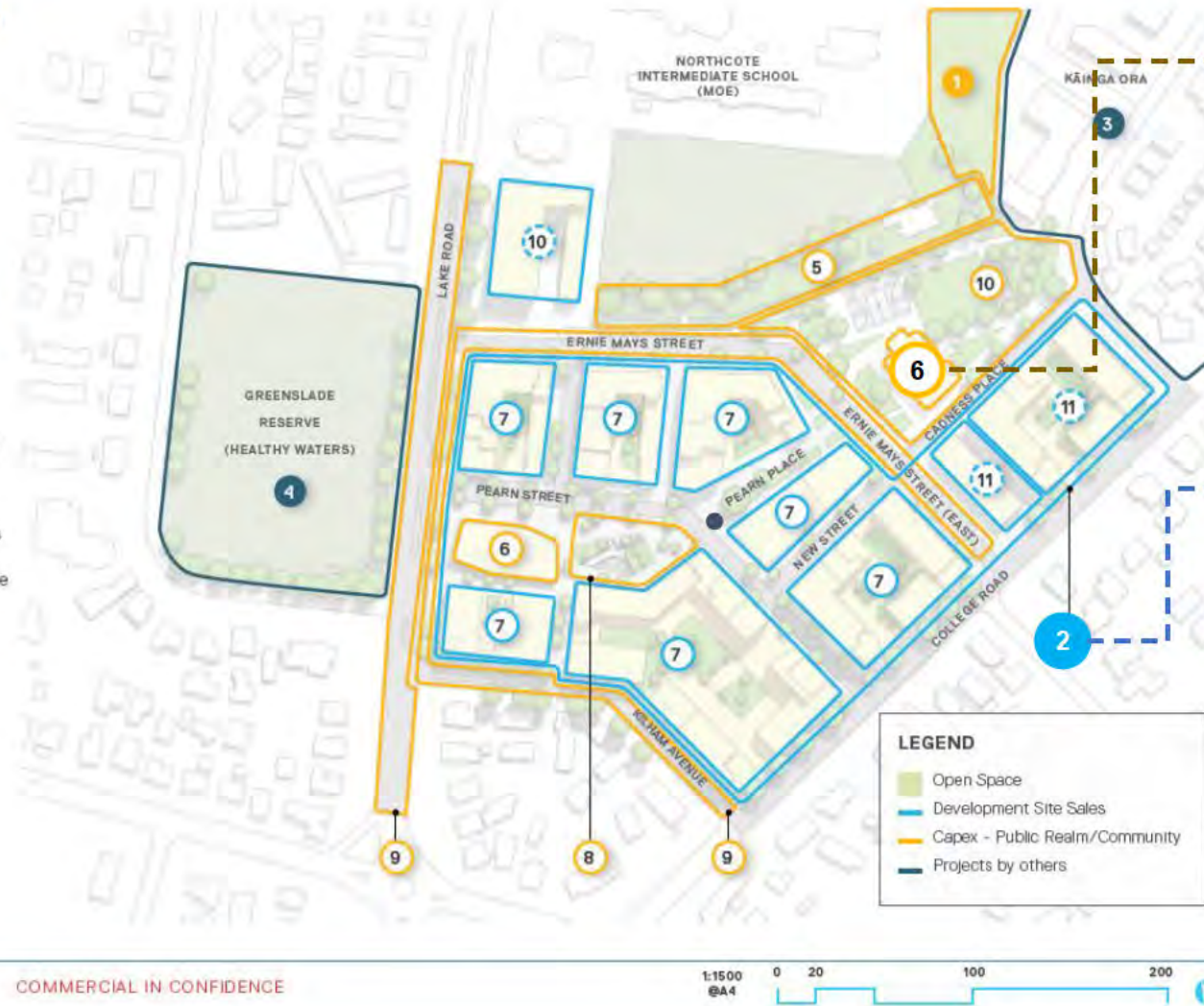
- 1 Te Ara Awataha – school edge
- 2 Acquisitions
- 3 Kāinga Ora housing development
- 4 Greenslade Reserve (Healthy Waters)

Short-term projects (FY22-24)

- 5 Te Ara Awataha – town centre edge
- 6 Community Facility option
- 7 Development - Stage 1 (115 Lake Road)
- 8 Town Square
- 9 New capital work for street enhancements
- 10 Te Ara Awataha – Cadness Reserve upgrade

Long-term projects (FY25+)

- 11 Development Stage 2



Community Facility option – The existing library site has been selected by Eke Panuku and Auckland Council’s Community Services as the preferred location for the community facilities which will include the upgrade of the existing library building and a proposed extension to provide the necessary community space. Approval of this location from the Kaipatiki Local Board will be sought in October 2021.

Acquisitions which are needed to enable the comprehensive urban renewal of Northcote:
 The Governor General has approved the compulsory acquisition under the Public Works Act 1981 of the final four ground lease properties and these properties are now in Auckland Council ownership.
 All acquisitions for the town centre precinct are complete. Work continues to progress the various elements of the programme including the go to market strategy for the development sites.

Jessie Tonar Scout Reserve (Te Ara Awataha) – The community-led restoration project is progressing well with the concept design for the upgrade of the reserve now underway and expected to be complete by late 2021. This follows feedback received from the Kaipatiki Local Board at a workshop held in August 2021.

TAKAPUNA

Masterplan: Spatial delivery plan

Total programme life cost \$59.8m

HLPB BOUNDARY

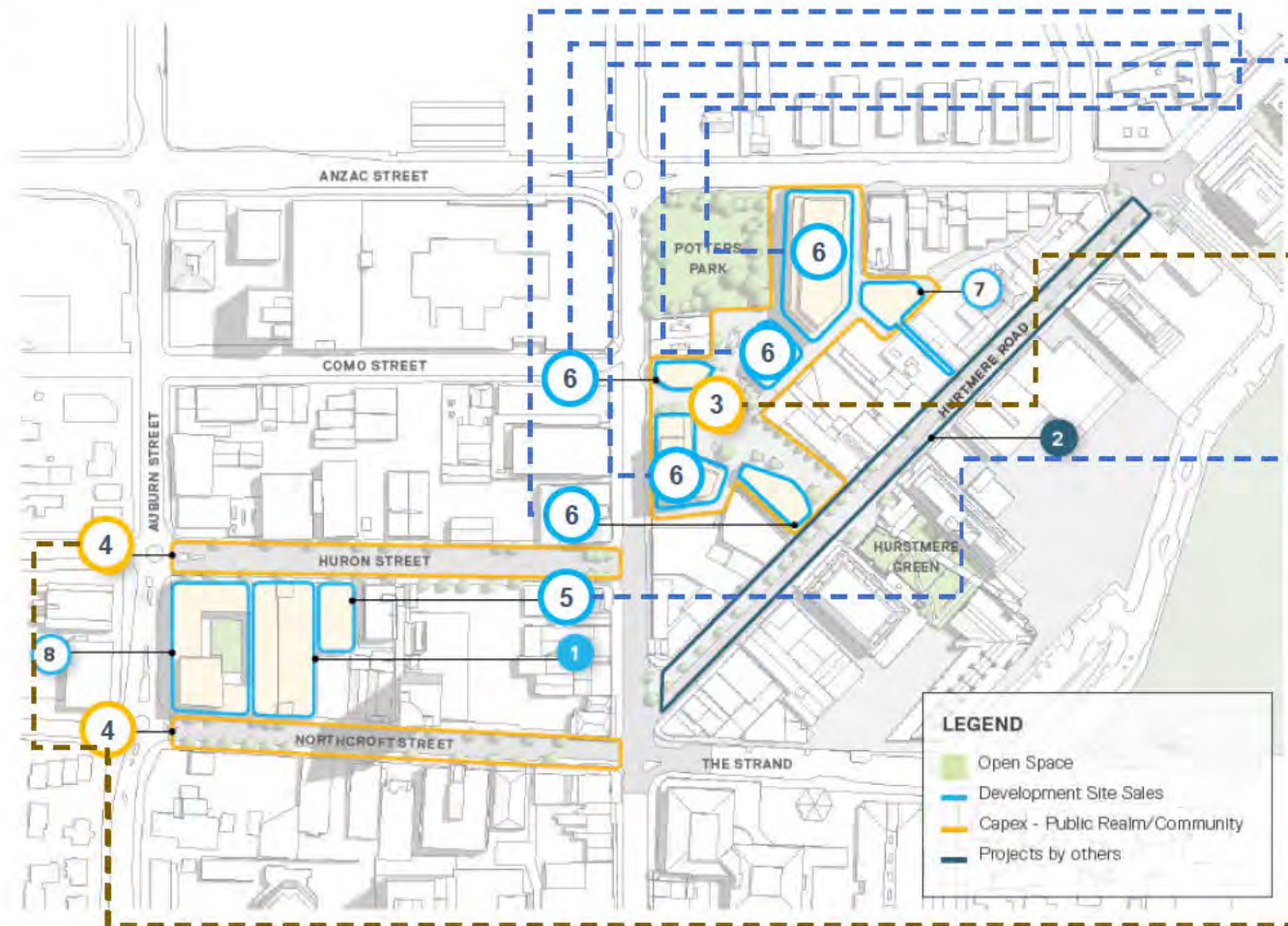


Projects completed & underway

- 1 Toka Pua car park
- 2 Hurstmere Road upgrade (AT)

Short-term projects (FY22-24)

- 3 Town Square
- 4 Huron & Northcroft Streetscape upgrade
- 5 14 Huron Street development site
- 6 Anzac Street development sites
- 7 R78 & 72A Hurstmere Road development sites
- 8 Auburn Street developments



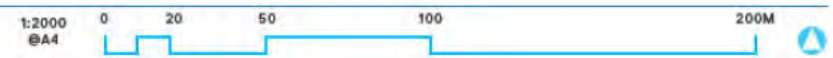
Anzac Street development sites (adjacent to new town square) – Positive progress is being made on the design of the first phase with the development partner. We anticipate signing the development agreement with the developer in the next quarter.

Town Square - Preparation for construction works to be begin in early 2022 are underway including lodging the subdivision consent in July 2021 and the appointment of a contractor and professional team in August 2021.

14 Huron Street - The preferred development partner has withdrawn from the sale negotiations process due to feasibility issues in the current market. An updated sales strategy is being prepared to select a new development partner.

Innovating Streets for People (ISFP), Huron and Northcroft streets – In September 2021, the second round of ISFP works began in the Huron and Northcroft street location. Community feedback received from the original project has helped shape what is planned for this round. Works include increased parking provision, reducing the amount of paint and artwork on the footpath and in the street, and the installation of a safe pedestrian crossing on Lake Rd.

Once complete, monitoring of how the street is used will take place and feedback sought to determine any further changes or adjustments that might be needed.



ONEHUNGA

Masterplan: Spatial delivery plan

Total programme life cost \$118.9m



Projects completed & underway

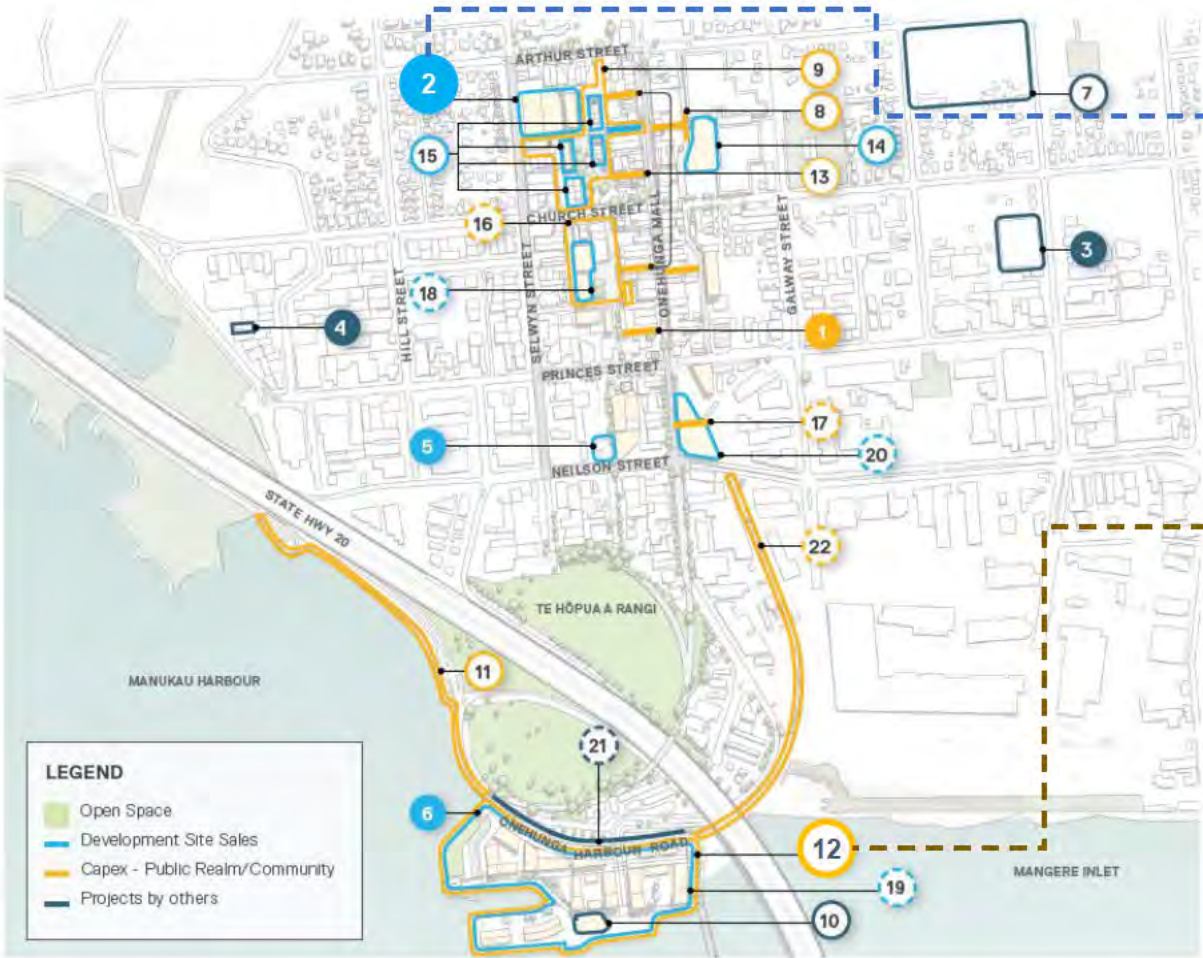
- 1 Onehunga Laneway 7
- 2 Waiapu Lane Precinct Stage 1 (development)
- 3 Fabric development
- 4 Beachcroft Residences development
- 5 38 Nelson Street acquisition
- 6 Onehunga Port acquisition

Short-term projects (FY22-24)

- 7 Oranga, Kāinga Ora
- 8 DressSmart Precinct (Inc Laneway 8)
- 9 Waiapu Lane Precinct (public realm)
- 10 Onehunga Wharf Building Upgrades
- 11 Onehunga Wharf to Taumanu Walking & Cycling
- 12 Onehunga Wharf Masterplan & Plan Change
- 13 Onehunga Laneways
- 14 DressSmart Precinct
- 15 Waiapu Precinct Stage 2 (development)

Long-term projects (FY25+)

- 16 Municipal Precinct (public realm)
- 17 Onehunga Laneway 9 (Station)
- 18 Municipal Precinct (development)
- 19 Onehunga Wharf Infrastructure & Development
- 20 Train Station Precinct
- 21 East West Link (Waka Kotahi NZTA)
- 22 Town Centre to Wharf Link



Waiapu Lane Precinct (development) – Negotiations continue for the proposed supermarket development along with further readying the wider precinct for development, including road stopping and resolution of reserve space and tree issues.

Onehunga Wharf Master plan & Plan Change – Master plan and plan change preparatory work continues, with the master plan being readied for public consultation early next year.

Renewals and dredging works are continuing on the wharf to address deferred maintenance and secure the operational status of the facility for the near term. The planned work has also enabled additional investigations to be undertaken on the wharf structural elements.

PANMURE

Masterplan: Spatial delivery plan

Total programme life cost \$60.5m



Projects completed & underway

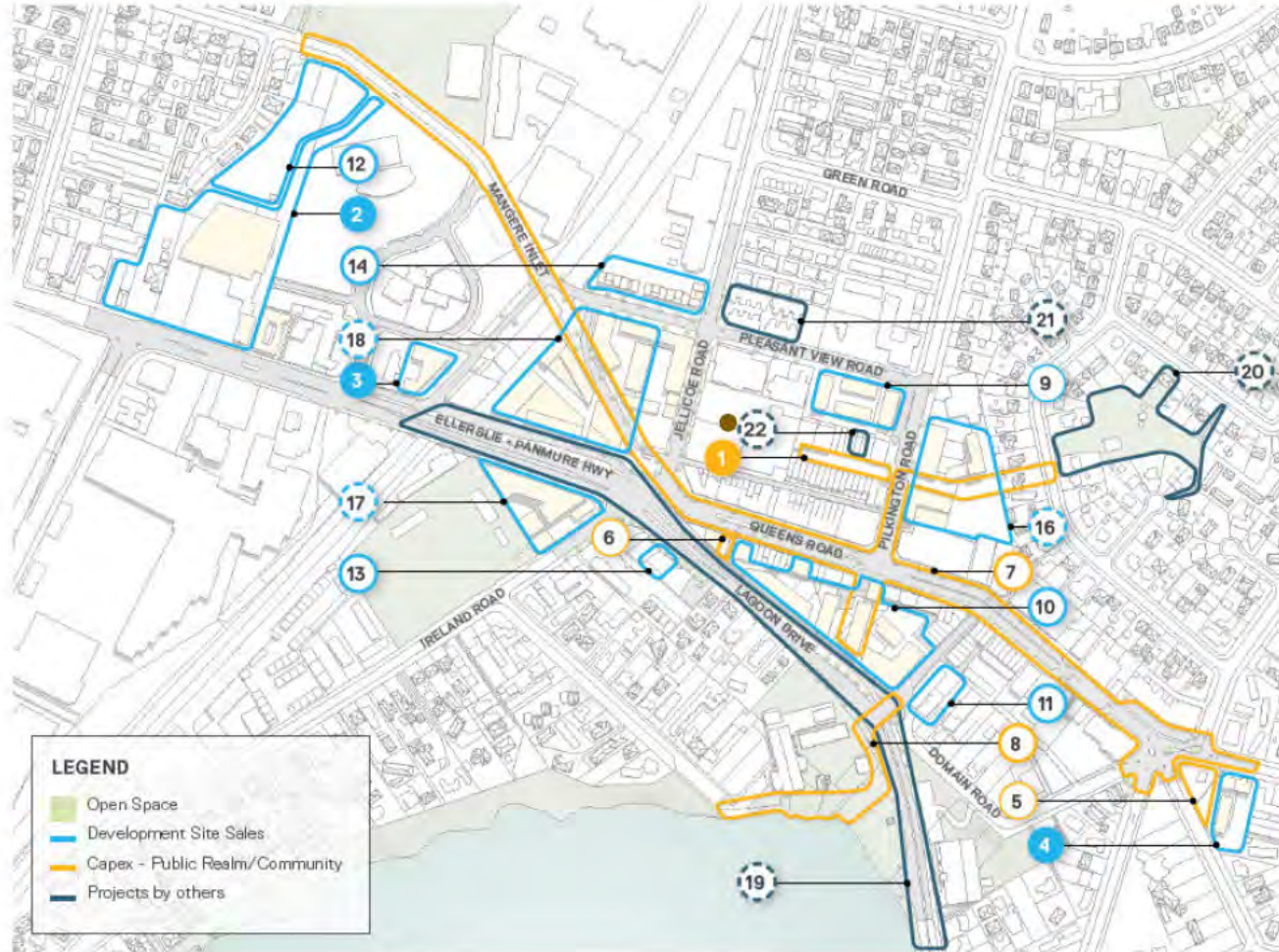
- 1 Clifton Court
- 2 486-492 Ellerslie Panmure Highway
- 3 [REDACTED]
- 4 3 Kings Road

Short-term projects (FY22-24)

- 5 1 Kings Road
- 6 13-27 Queens Road -Gateway
- 7 Streetscapes
- 8 Basin View - Ped & Cycling Connection
- 9 28-30 Pilkington Road
- 10 Basin view Precinct
- 11 23 Domain Road, Panmure
- 12 59 & 59a Mountain Road, Mount Wellington
- 13 11-13 Lagoon Drive, Panmure
- 14 7-9 Jellicoe Road, Mount Wellington

Long-term projects (FY25+)

- 16 7-13 Pilkington Road (Community Facilities)
- 17 535 Ellerslie - Panmure Highway
- 18 Transport Precinct
- 19 AMETI- Eastern Busway - AT
- 20 Maunaina Upgrade - TRC
- 21 Development - TRC
- 22 Development - Chinese Settler Trust



LEGEND

- Open Space
- Development Site Sales
- Capex - Public Realm/Community
- Projects by others

Panmure master plan –The draft master plan for the programme has been prepared. Further detailed master planning was initiated in July 2021 for the Basin View Precinct and the initiation of the Transport Precinct master planning is expected to start in October 2021.

3 [REDACTED]

MANUKAU Masterplan: Spatial delivery plan



Projects completed & underway

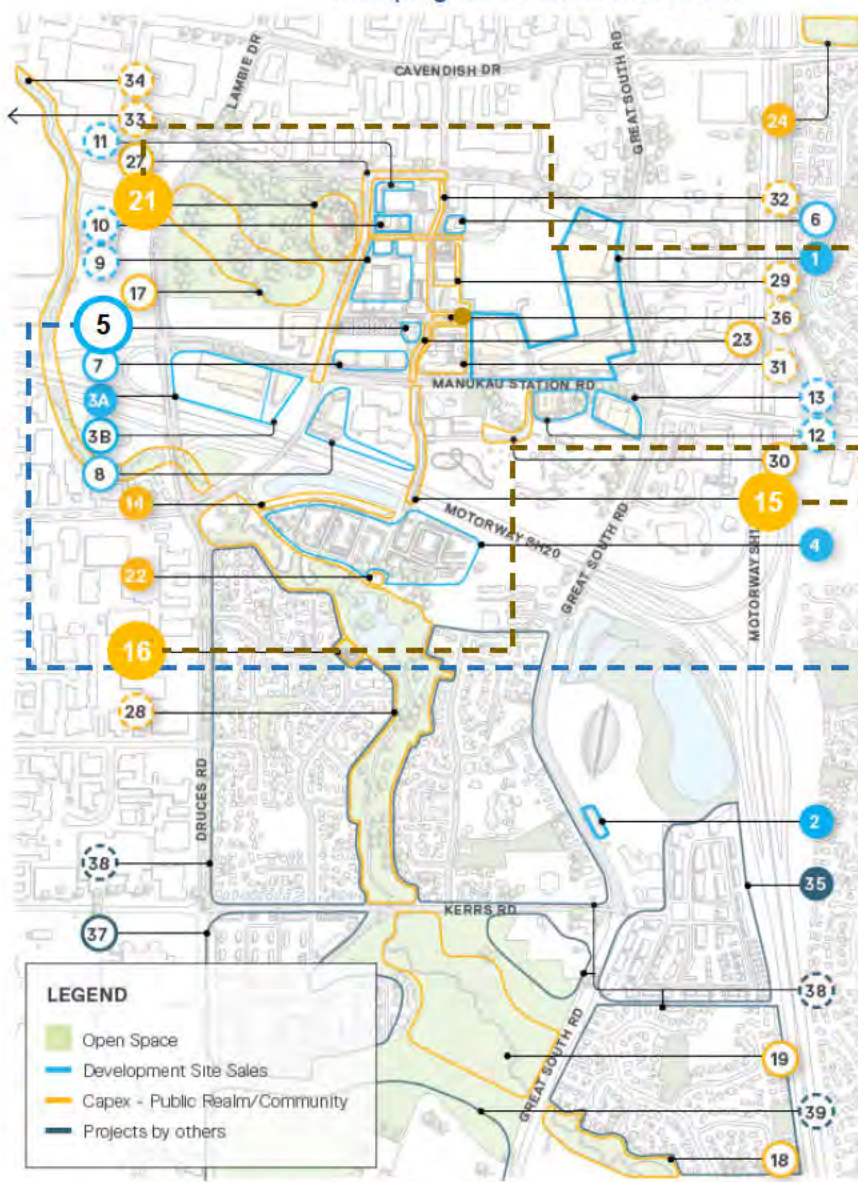
- 1 Westfield Mall Carpark Site Sale
- 2 Vodafone Events Centre Carpark (partial sale)
- 3A 52-54 Manukau Station Rd (MIT) Site Sale
- 4 20 Barrowcliffe Place Site Sale
- 14 Barrowcliffe Pond Shared Path
- 15 Barrowcliffe Bridge Works
- 16 Puhinui Wiri playground Works
- 20 Walking and Cycling Network Works (across the programme)
- 21 Hayman Park Playground Works
- 22 Win Bridge Capital Works
- 34 Manukau Sports Bowl Investment
- 35 Pacific Gardens Residential Development

Long-term projects (FY25+)

- 9 14 Davies Avenue Site Sale
- 10 8 Davies Avenue Site Sale
- 11 2 Davies Avenue Site Sale
- 12 12 Manukau Station Road carpark Site Sale
- 13 2 Clist Crescent carpark Site Sale
- 28 Puhinui Stage 3 - Wiri Reserve Works
- 29 Manukau Square Works
- 31 Manukau Civic & Putney Way Contribution
- 32 Osterley + Amersham Way Works
- 33 Puhinui Stage 4 - Manukau Industrial Area Works
- 34 Puhinui Stage 5 - Puhinui Park Works (Plunket Ave)
- 36 Putney Way Stage 2
- 38 Kainga Ora Investigations
- 39 Manukau Health Park development

Short-term projects (FY22-24)

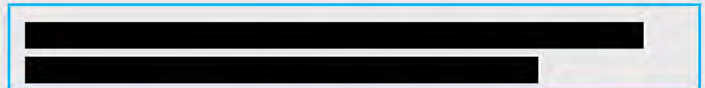
- 3B 54 Manukau Station Rd - Site Sale Stage 2
- 5 10 Putney Way Site Sale
- 6 9 Osterley Way Site Sale
- 7 Lot 1 of 31-33 Manukau Station Road Site Sale
- 8 50 Wiri Station Road Site Sale
- 17 Hayman Park Wetland Works and Contribution
- 18 Puhinui Stage 1 - Ratavine Reserve Works
- 19 Puhinui Stage 2 - CMDHB Walkway Works
- 23 Osterley Way at Civic Streetscape Works
- 25 Manukau Public Art contribution (across the programme)
- 26 Parking Management Solutions (across the programme)
- 27 A2B Streetscape Contribution
- 30 Karina Williams Way Extension Works
- 37 Wirihana Residential Development



Hayman Park playground works – Construction works are on track to commence in February 2022. Design procurement is complete and a contractor will be procured to be ready to start works early next year. Once complete, the asset will be transferred to Council’s Community Facilities team.

Community engagement - Preparations are underway to celebrate the recently completed Wiri playground and Barrowcliffe bridge projects. These events will take place once covid-19 alert levels allow.

10 Putney Way site sale – The go to market sales strategy was approved by the board in August 2021, which will enable the development of this key site located between the town square and the bus terminal.



Te Whakaoranga o Te Puhinui – The Puhinui Regeneration Strategy and its associated charter was endorsed by the Governing Body and the Transform Manukau local boards at their August 2021 meetings for ratification.

Innovative streets project – A project to enhance the pedestrian journey, being delivered in conjunction with AT with funding from Waka Kotahi. Stage 2 was implemented in August 2021 and is proceeding well. Feedback will be assessed when practical.

Placemaking - Activation and programming preparations are underway for summer.

OLD PAPATOETOE Masterplan: Spatial delivery plan

Total programme life cost \$28.3m

HLPP BOUNDARY



Projects completed & underway

- 1 89 Cambridge Toe
- 2 Supermarket and carpark
- 3 Papatoetoe Mall
- 4 91 Cambridge Toe - The Depot

Short-term projects (FY22-24)

- 5 Stadium Reserve upgrade and access work - Phase 1
- 6 3 St George St (St George's Lanes)
- 7 98 St George St (Kolmar site)
- 8 27 St George St (netball and gardens)

Long-term projects (FY25+)

- 9 Papatoetoe Community Hub
- 10 Stadium Reserve Works - Phase 2
- 11 Proposed Open Space
- 12 86 Cambridge Toe (Bowling green-partial sale)
- 13 107 and 109 St George St (Library optimisation)



Papatoetoe Masterplan – Community engagement for the Old Papatoetoe masterplan launched in August 2021 and was completed online using various innovative tools and methods due to the covid-19 lockdown restrictions. Feedback is currently being collated.

Site sales – 3 St George Street (St George's Lanes) and 91 Cambridge Terrace (the Depot) sites are now sold. We continue to work with the development partners to enable the residential opportunities in Papatoetoe to be realised.

The Otago-Papatoetoe Local Board endorsed the disposal of several properties at their September 2021 business meeting. These are new properties to the programme and approval for their sale will be sought from council in the near future. Important public realm elements of the programme were also progressed at the meeting with the local board's endorsement of the revocation of a part of the Stadium reserve, which is required to progress the development and open space programme.

Placemaking - Pacific Fusion fashion show Preparations are underway for the street fashion show event in December 2021. The event will be held outdoors on Great South Road (which will be closed to traffic for the duration of the event). Eke Panuku will be using the event to share community engagement results with the public.

PUKEKOHE

Masterplan: Spatial delivery plan

Total programme life cost \$30.9m



Projects completed & underway

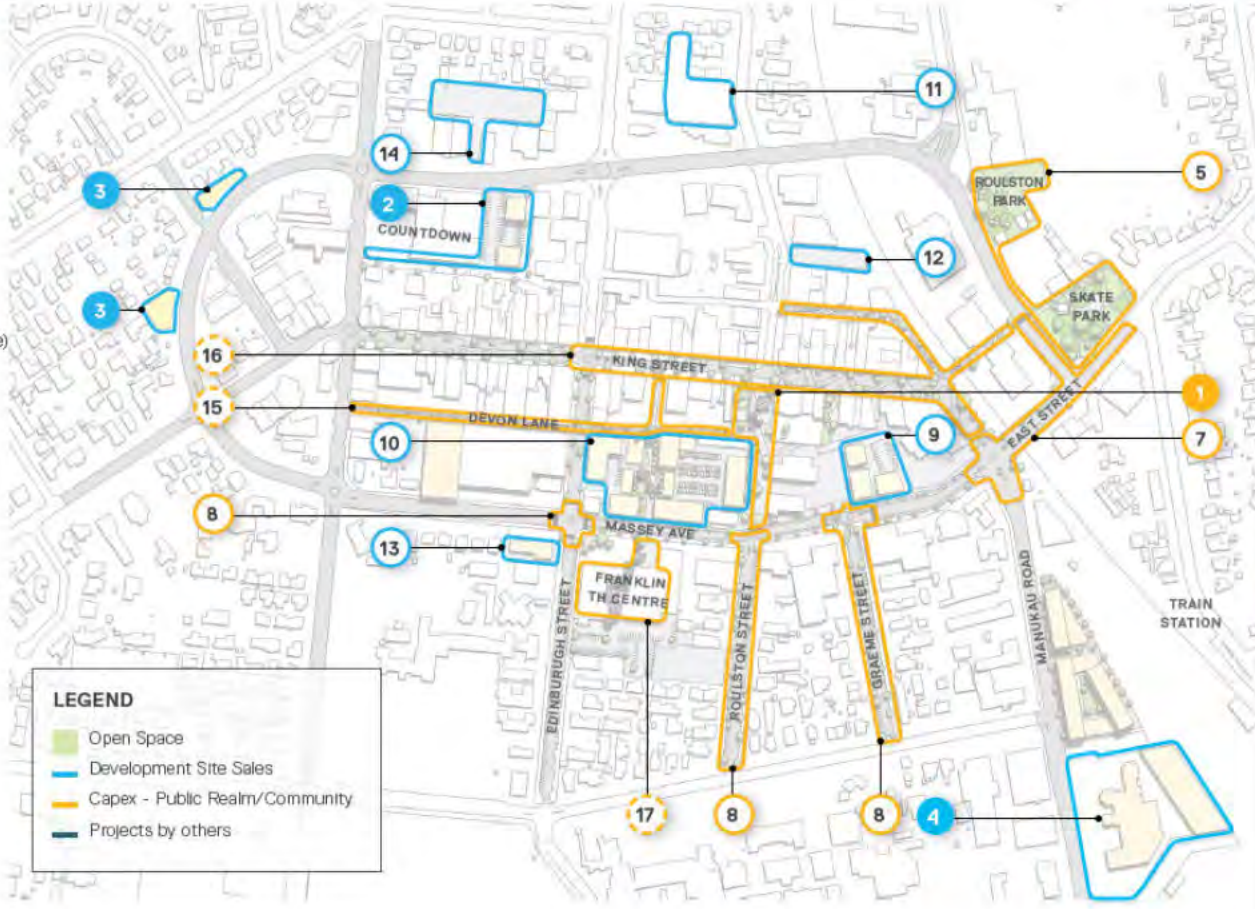
- 1 Eat Street Phase 1
- 2 4 Tobin Street
- 3 Site Sales w/o Development Outcomes
- 4 82 Manukau Road

Short-term projects (FY22-24)

- 5 Skate & Roulston Park Enhancements
- 6 Parking Management Solutions (across entire programme)
- 7 Safe Walkable Street Phase 1
- 8 Safe Walkable Street Phase 2
- 9 7 Massey Avenue
- 10 [REDACTED]
- 11 24 Hall Street
- 12 9 Hall Street
- 13 22 Edinburgh Street
- 14 9 Tobin Street

Long-term projects (FY25+)

- 15 Laneway Upgrades
- 16 Eat Street Phase 2
- 17 Civic Hub Enhancements
- 18 Urban Tree Programme (across entire programme)



LEGEND

- Open Space
- Development Site Sales
- Capex - Public Realm/Community
- Projects by others

Community engagement - Following the impacts of the Innovating Streets for People project, a number of community initiatives relating to local business and street beautification are being progressed.

10 [REDACTED]

Placemaking – Preparations are underway for the pump track’s planned arrival in November 2021.

WATERFRONT Spatial delivery plan

Total programme life cost \$635.1m

Short-term projects (FY22-24)

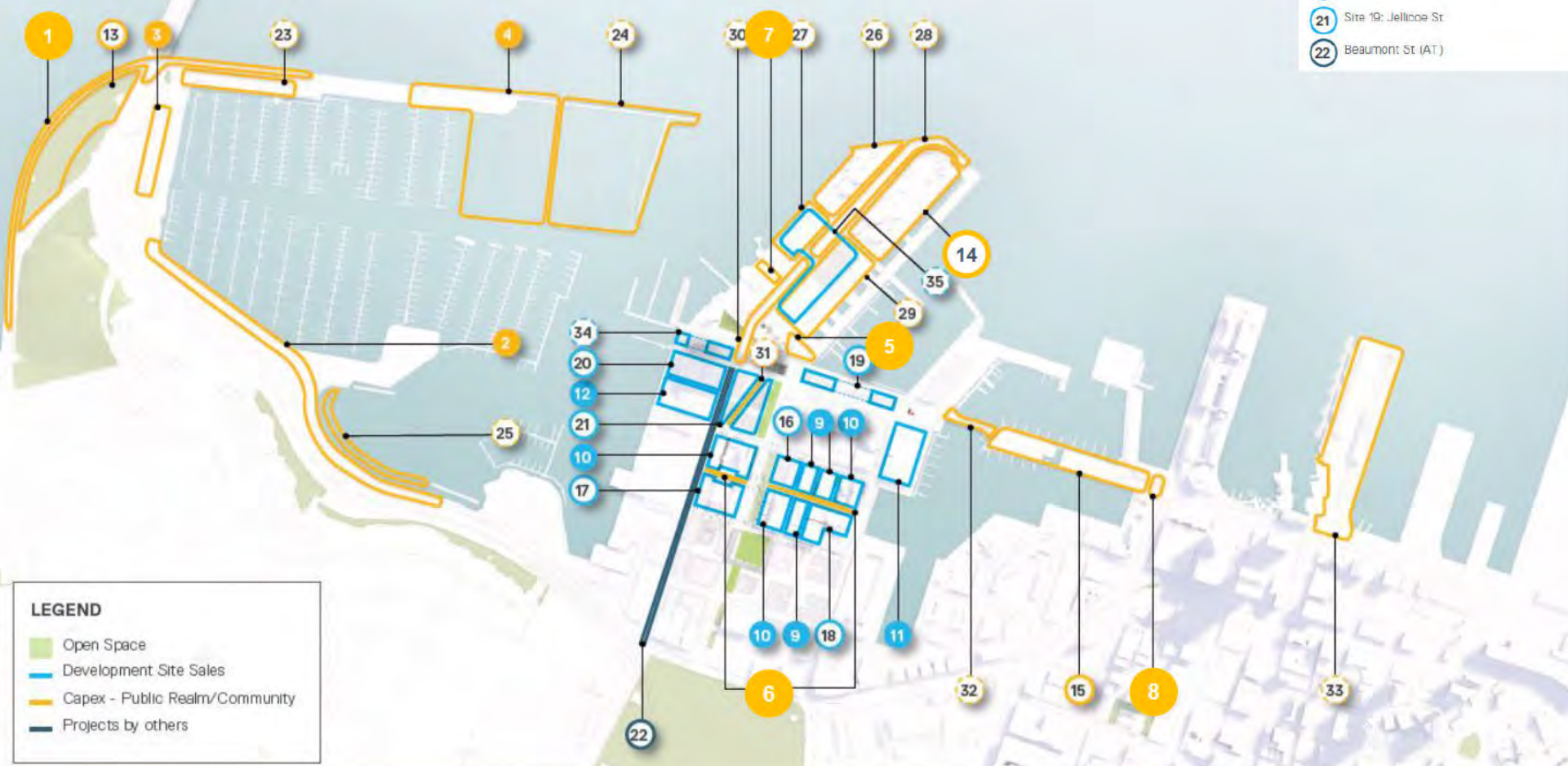
- 13 Auckland Harbour Bridge Park redevelopment
- 14 Wynyard Point open space (north east)
- 15 Eastern Viaduct Te Wero Island - East West connection
- 16 East 1: 28 Madden St
- 17 West 2: 143 Beaumont St
- 18 Site 6: 124 Halsey St
- 19 Site 14: North Wharf
- 20 Site 18: residential
- 21 Site 19: Jellicoe St
- 22 Beaumont St. (AT)

Projects completed & underway

- 1 Northern Pathway enabling works
- 2 Westhaven promenade - Stg 2
- 3 Marine Village
- 4 Pile berth redevelopment Stg 1
- 5 Sfo park extension Phase 2
- 6 Tiramarama Way Stg 1 & 2
- 7 Vos boat shed refurbishment
- 8 Eastern Viaduct Quay St Intersection
- 9 Precinct Commercial developments
- 10 Willis Bond residential developments
- 11 Park Hyatt Hotel
- 12 Site 18: Crams marine

Long-term projects (FY25+)

- 23 Westhaven North transformation
- 24 Pile berth redevelopment Stg 2
- 25 St Mary's Bay beach
- 26 Wynyard Point open space (north west)
- 27 Wynyard Point open space (west)
- 28 Wynyard Point open space (north)
- 29 Wynyard Point open space (east & south east)
- 30 Hamer St South
- 31 Wynyard Plaza
- 32 Wynyard crossing replacement bridge
- 33 Queens wharf redevelopment
- 34 Site 12: Silo 6
- 35 Wynyard Point: redevelopment sites



LEGEND

- Open Space
- Development Site Sales
- Capex - Public Realm/Community
- Projects by others

Wynyard Quarter

Haumi celebration – On Saturday 7 August 2021, a community event called Haumi was held to celebrate the 10th anniversary of Wynyard Quarter. The event began with a pōwhiri led by Te Puru o Tāmaki and Ngāti Whātua Ōrākei which was attended by approximately 100 people including several delegates from across the council family. Haumi attracted over 10,000 people over the course of the day who were treated to live music, workshops, outdoor games and activities.

Amy Daldy Park – On 6 August 2021, a small karakia whakawātea was led by Ngāti Whātua Ōrākei for the new mural on the Amy Daldy Park pump station. Created by mana whenua artists Janine and Charles Williams, it is named 'Mai i ngā maunga ki te moana' (from the mountains to the sea). At 12 metres high and spanning 16 metres wide around the pump station structure, the mural features 12 native birds to remind us of our roles as kaitiaki (guardians) of our natural environment.

7 Percy Vos Shed - On 12 August 2021, a successful stakeholder event was held at the Percy Vos Boat Shed to recognise the history and importance of the maritime landmark, the restoration project and to thank those who have been a part of the journey to date. The Vos Shed is now restored and means the New Zealand Maritime Museum will take over the lease and manage the site from September 2021, with the plan of displaying an interactive showcase of wooden boat building and related activity.

5 Silo Park extension – Phase 2 was open for the Haumi event in August 2021 with the majority of works complete. Remaining works include tank greening and tank activations, the installation of the play line features and the remainder of the wharf furniture, all of which are planned to be complete by the middle of November 2021.

6 Tiramarama Way (stage 2) – Completion of phase one (connecting Daldy and Madden Streets) was achieved in January 2021. The laneway which runs between Daldy and Halsey streets provides a link to new retail offerings. Completion of phase two is now expected in February 2022, due to delays caused by lockdown.

Transitional space and activation of previous AC 36 event space - Two full sized basketball courts are scheduled to be installed with a multi court and learn to ride section also being considered for the space. The opportunity to install outdoor exercise areas is also being considered for Hobson Wharf. These transitional installations will allow the spaces to be freely used by the public.

14 Te Ara Tukutuku Plan and Plan Change - Eke Panuku is coming to the final stages of the technical work and engagement with Mana Whenua. Feedback received over the last quarter from the Technical Advisory Panel (TAG), External Challenge Panel (international experts) and the council whanau is being incorporated. This work is in advance of and consolidates a view on the scope of the plan change and work required in advance to prepare and lodge the plan change with Council mid-2022.

Westhaven

1 Northern Pathway and Integration with Westhaven Projects – Eke Panuku has been informed that the Northern Pathway project has been put on hold and other options are being assessed.

A significant amount of work on Westhaven has taken place over several years to accommodate the Northern pathway project (previously called SkyPath), however, due to the announcement, Eke Panuku is delaying some of its projects related to the Northern Pathway project.

A focus on progressing other key projects within Westhaven area will now take place. These include an upgrade to the Harbour Bridge Park and sections of the Westhaven Seawall. Engagement with mana whenua and the Waitemata Local Board is also planned.

Viaduct

8 Eastern viaduct and Quay Street intersection works – This project, to improve stormwater runoff and tie into the Quay St project, was completed in July 2021.

AVONDALE Masterplan: Spatial delivery plan

Total programme life cost \$47.8m

HLPB BOUNDARY

Projects completed & underway

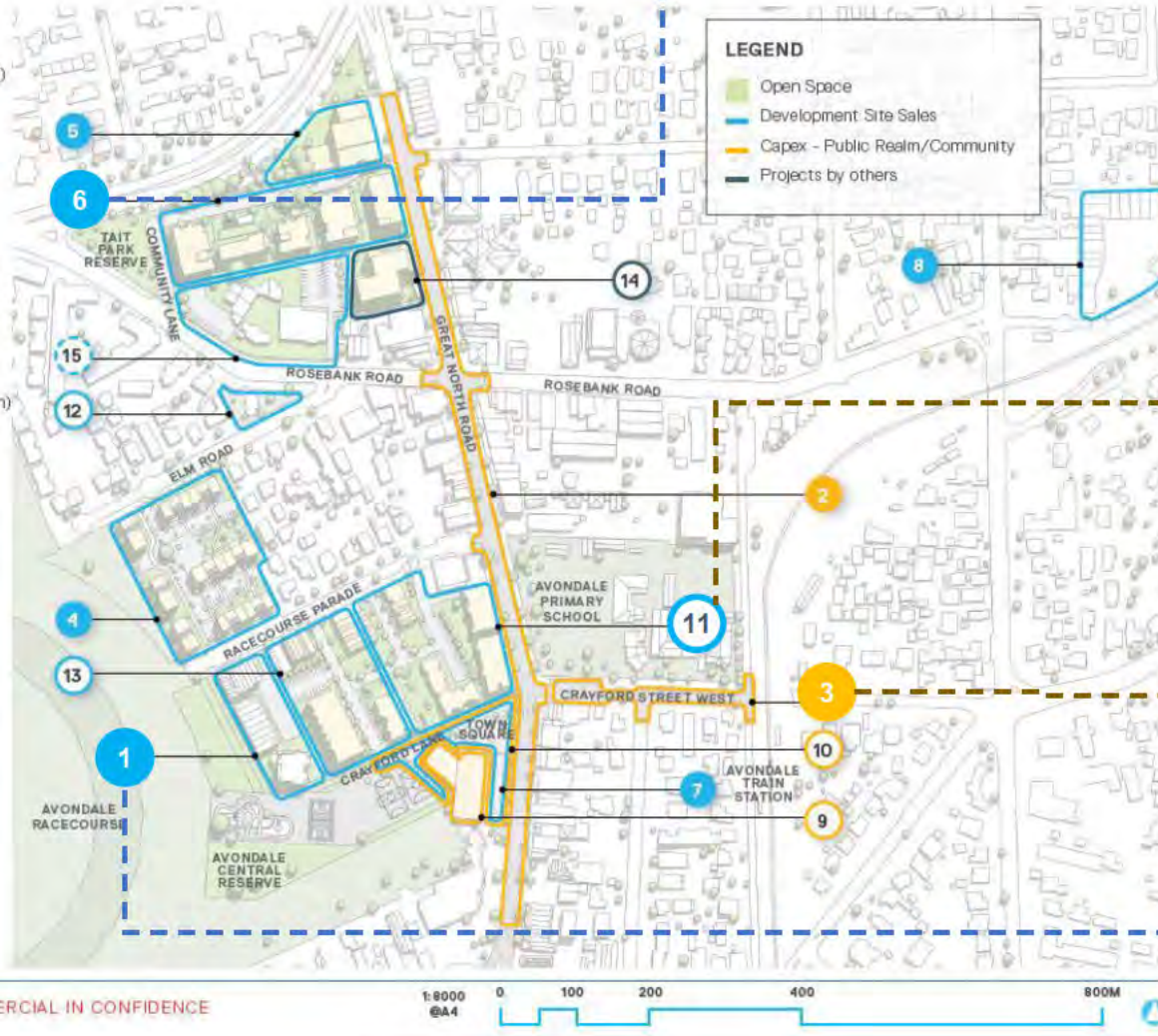
- 1 26 Racecourse Parade (The Set Buildings, Ockham Residential)
- 2 Great North Road Enhancements (AT)
- 3 Upgraded Crayford Street (Panuku)
- 4 18 Elm Street – sold (Kāinga Ora)
- 5 1817 Great North Road – sold (MHUD/Ockham Residential)
- 6 3-5 Community Lane (Highbury Triangle, Kāinga Ora)
- 7 Acquisition of 1971 - 1987 Great North Road
- 8 Site sale - Trent st whakawhiti loop (NZ Housing Foundation)

Short-term projects (FY22-24)

- 9 Multi Purpose Community Facility (Community Facilities)
- 10 Town Square & Playground (Panuku)
- 11 [REDACTED]
- 12 Corner Rosebank Road & Elm Street (Kāinga Ora)
- 13 10 Racecourse Parade (option to acquire)
- 14 1843 Great North Road (Ted Manson Foundation)

Long-term projects (FY25+)

- 15 93 – 99 Rosebank Road (current Library & Community Centre, Panuku)



3-5 Community Lane (Highbury Triangle) – Kāinga Ora have broken ground and started work on this project, although progress has been delayed due to covid 19.

11 [REDACTED]

Placemaking – Eke Panuku is proceeding with careful and innovative placemaking in Avondale. The next addition proposed is an Avondale centric 3d printed artwork that will be called '828 Dalestate' that is being designed by Unitec students. Incorporating the area's phone number prefix '828' and it's famous arachnid resident, the Avondale spider. These efforts are helping to build community interest, connection and support for our programme, and have been well received by the community. The artwork will be placed in the Avondale Central site in early 2022.

Crayford Street – After extensive delays, extended by the recent lock down, works have commenced by Vector in late September 2021. This streetscape improvement project once complete, will strengthen the connection between the town centre and the train station.

28 Racecourse Parade – To address recent community feedback concerning carparking demand for the library, community hub and town square, an at grade carpark is proposed for the reserve area in front of the Set building to accommodate 34 cars. The carpark project has been initiated and will supplement the 16 carparks that are planned and provide additional parking for the local market and sports fields.

[REDACTED]

HENDERSON

Masterplan: Spatial delivery plan

Total programme life cost \$45.9m

HLPP BOUNDARY

Projects completed & underway

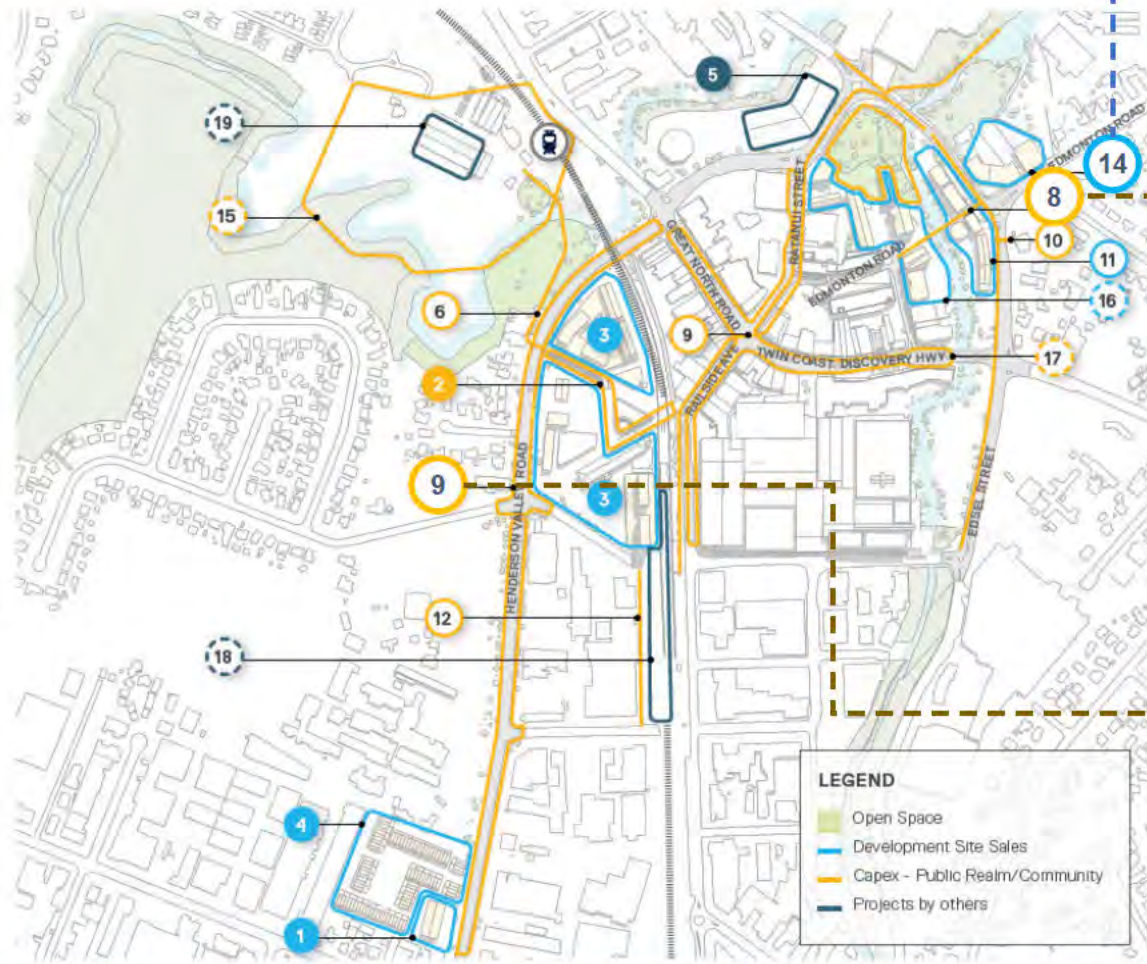
- 1 Haumarū Housing Henderson (Haumarū)
- 2 2-6 Henderson Valley New Road
- 3 2-6 Henderson Valley Road (subdivision & sale)
- 4 23-27 Henderson Valley Road (Haumarū)
- 5 Pak'n Save upgrade

Short-term projects (FY22-24)

- 6 Opanuku Link - Bridge, Reserve
- 7 Henderson Valley Road Stage 1
- 8 Oratia Link-Cycleway and bridge
- 9 Ratanui Link- Cycleway
- 10 14-20 Edmonton Rd Safety Improvements
- 11 [REDACTED]
- 12 Smythe to Hickory Link
- 13 Twin Streams Enhancement (across entire programme)
- 14 Falls Carpark (14-20 Edmonton Rd)

Long-term projects (FY25+)

- 15 Corban Estate Masterplanning (Community Facilities)
- 16 Oratia Precinct (Trading Place)
- 17 Henderson Main St Enhancements
- 18 City Rail Link Platforms (CRL)
- 19 Te Pou Theatre



Falls car park (14-20 Edmonton Rd) – Certificate of title was achieved for the site on 17 September, following the subdivision consent being approved. This will enable us to progress this development opportunity. [REDACTED]

Oratia Link (cycleway & bridge) – The concept design is progressing well with route options being reviewed by TAG in September 2021.

11 [REDACTED]

Innovating Streets for People (ISFP) –The majority of the safety, compliance and congestion issues raised by the community have been addressed following the removal of a bus lane and left-hand turn. Additional elements to be removed to improve traffic flow have been delayed and are expected to be completed by the end of October 2021.

The elements to be retained from the trial include artwork and a deck area used for outdoor dining, which will help business owners operate under ongoing covid restrictions.

REGIONAL PROGRAMME - AT / Panuku Transit Orientated Development Programme scope

Spatial delivery plan

Total programme life cost \$4.9m

Tranche 1 - Initiated FY20-25

- 1 Ōrakei Train Station park & ride
- 2 33 Station Road, Manurewa
- 3 8 Selwyn Road, Manurewa train station park and ride

Tranche 2 - Initiated FY23-30+

- 4 Gratton Gully (SH16 off ramp)
- 5 Homai train station park and ride
- 6 Sturges Road train station park and ride
- 7 Papakura train station park and ride

Tranche 3 - Initiated FY25+

- 8 Silverdale bus station park and ride
- 9 Constellation bus station park and ride
- 10 Albany bus station park and ride

AT Park and Ride Redevelopment is a joint venture between AT and Panuku aimed at providing an appropriate strategy to accommodate transport service requirements at designated council owned park and ride sites while simultaneously exploring mixed use development options with positive urban regeneration and urban design outcomes.

* The dates shown indicate the planned project initiation of the each site.



Ōrakei Train Station park & ride - 240 Orakei Road, Orakei – Draft master planning of the aggregated council owned land in the Orakei basin is currently underway.

Site-specific transport requirements for the project were reviewed by the Project Control Group on the 7 September 2021, where it was determined that further analysis of the overall transport requirement is needed. This work is currently underway.

Manurewa train station park & rides - 8 Selwyn Road and 33 Station Road, Manurewa - Preliminary work has begun on identifying the transport requirements on both sites. Comprehensive investigation into any detailed constraints to sale/development has also commenced.

LEGEND

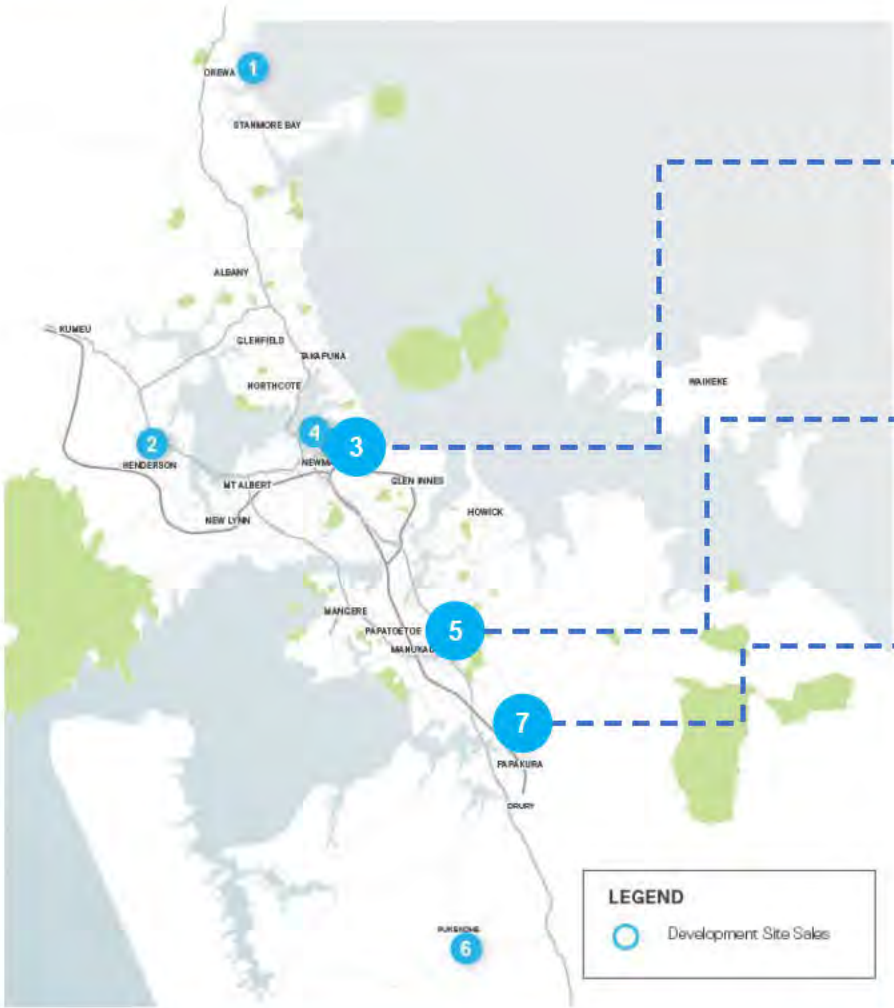
○ Development Site Sales

REGIONAL PROGRAMME - Corporate Property

Spatial delivery plan

Projects completed & underway

- 1 50 Centreway, Orewa
- 2 6 Henderson Valley Road, Henderson
- 3 4-10 Mayoral Drive, Auckland City
- 4 35 Graham Street, Auckland City
- 5 Kotuku House, 4 Osterley Way, Manukau
- 6 82 Manukau Station Road, Pukekohe
- 7 35 Coles Crescent, Papakura



The Corporate Property Disposal Programme is tracking slightly behind schedule as a result of the current lockdown.

Aotea overstation development, 4-10 Mayoral Drive, Auckland City – Eke Panuku, CRL and Auckland Council continue to work together to progress the design to resource consent stage.

Kotuku House - 4 Osterley Way, Manukau – In July 2021, the Eke Panuku board approved the go the market strategy of this site. This site is currently being prepared for sale.

35 Coles Crescent, Papakura – This site is currently being subdivided to retain the playground and associated ancillary buildings prior to the site being prepared for sale.

The following properties have been sold:

- 1 50 Centreway, Orewa – sold June 2020
- 2 6 Henderson Valley Road, Henderson – sold Dec 2020
- 4 35 Graham Street, Auckland City – sold September 2019
- 6 82 Manukau Station Road, Pukekohe – sold February 2021

A Corporate Property Portfolio Strategy has been developed by Auckland Council's Corporate Property team with assistance from Eke Panuku. The strategy was approved by Finance and Performance Committee in May 2018 and will contribute to a more efficient and operationally effective Corporate Property network. It is a self-funding programme of works which utilises the capital receipts from the divestment of seven surplus properties that are no longer required for the Corporate Property office network and reinvests the sale proceeds to undertake a programme of works that delivers a more efficient Corporate Property model.

REGIONAL PROGRAMME - Haumaru Scope

Spatial delivery plan

Going forward this programme will be managed and delivered in tranches.

The second tranche consists of Greenslade Crescent and Godley Road.

These will be followed by 14 and 22 Marne Road.

Projects completed & underway

- 1 16-18 Handley Avenue, Narrow Neck
- 2 81A Godley Road, Green Bay
40 new units
- 3 27-31 Greenslade Crescent, Northcote
40 new units
- 4 [REDACTED]
- 5 [REDACTED]
- 6 33 Henderson Valley Road

Short-term projects (FY22-24)

- 7 7 Coronation Road, Mangere
80 new units

Haumaru Housing - facilitating social housing and the long-term redevelopment of the network of homes for older people, raising the quality and increasing the number of properties in the portfolio



LEGEND

○ Development Site Sales

Eke Panuku continue to work with Haumaru housing to identify future development opportunities

27-31 Greenslade Crescent, Northcote (Greenslade Village, Housing for Older People) – The lease and management agreements have been signed by Eke Panuku, Haumaru Housing and Kāinga Ora respectively for the development of 40 net new dwellings. Kāinga Ora has now lodged a resource consent application for this development

81A Godley Road, Green Bay (a vacant site) – A resource consent application for 42 new one-bedroom apartments was lodged with Auckland Council regulatory team in July 2021 and is being progressed.

4 [REDACTED]

5 [REDACTED]



ORMISTON

Masterplan: Spatial delivery plan

Total programme life cost \$2.3m

Projects completed & underway

- 1 Subject to disposal
- 2 Library/ Community Centre
- 3 Development (Todd Property)
- 4 Development (NZPL)
- 5 66 Flat Bush School Road - Stage 1 (Todd Property)
- 6 66 Flat Bush School Road - Stage 2 & 3 (Todd Property)



REGIONAL PROGRAMME - Service Property Optimisation

Spatial delivery plan

Projects completed & underway

- 1 29-31 St Johns Road, Meadowbank
- 2 6 Clonbern Road, Remuera
- 3 10 – 16 High St, Otahuhu
- 4 39R Pohutukawa Road, Beachlands
- 5 17W Hawke Crescent, Beachlands
- 6 111R Wyllie Road, Papatoetoe
- 7 [REDACTED]
- 8 2 Pompellier Terrance, Ponsonby

Short-term projects (FY22-24)

- 9 22 Tahapa Crescent, Meadowbank

Service Property Optimisation - Panuku, community services and local boards work together to identify and release value from underperforming service assets in order to fund local services while supporting urban regeneration. Projects must proceed on a cost neutral basis and any net proceeds are reinvested locally to advance approved projects.



LEGEND

○ Development Site Sales

6 Clonbern Road car park, Remuera – Eke Panuku continues to work with Foodstuffs and Auckland Transport on the potential development of the two adjoining sites which will deliver a mixed use development.

7 [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



REGIONAL PROGRAMME - Supports Scope

Spatial delivery plan

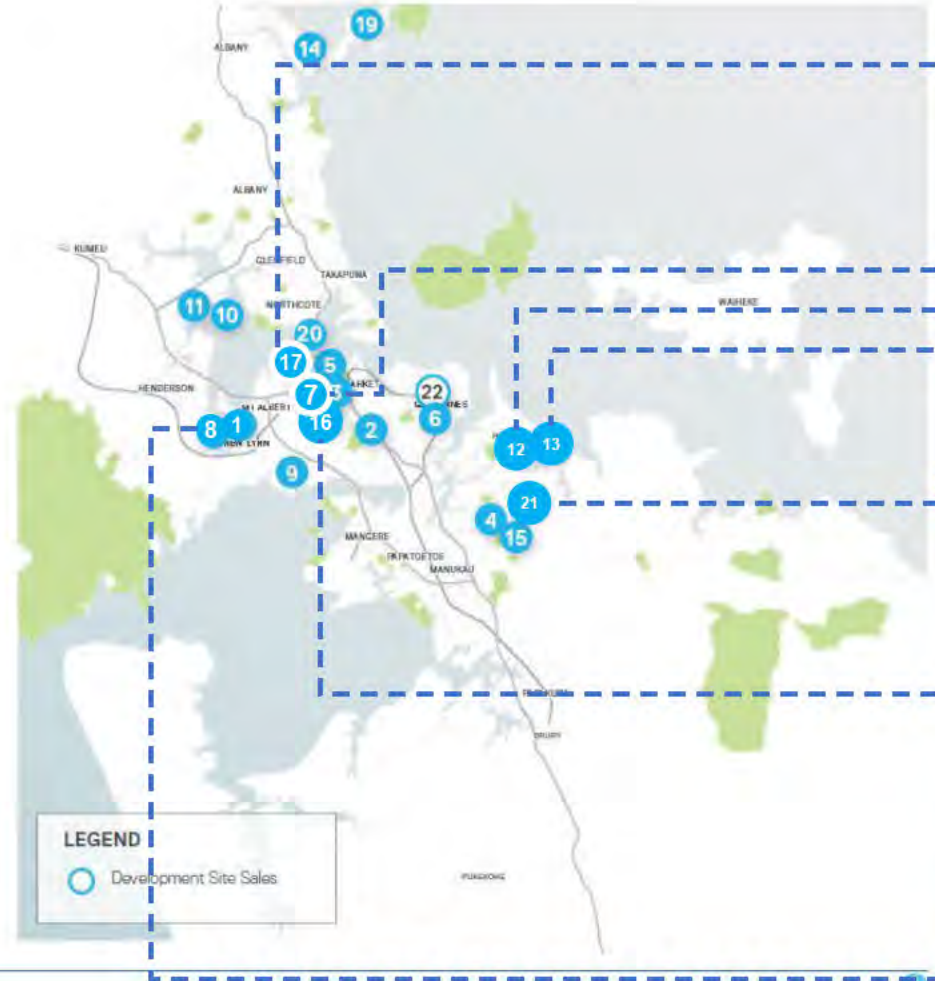
Total programme life cost \$23.7m

Projects completed & underway

- 1 [REDACTED]
- 2 [REDACTED]
- 3 Civic Administration Building development agreement
- 4 Lots 4&5, Flat Bush School Road, Flat Bush
- 5 [REDACTED]
- 6 84-100 Morrin Road, St. John's
- 7 198 Dominion Road, Mount Eden
- 8 10 Ambrico Place, New Lynn
- 9 83B Godley Road, Green Bay
- 10 Hobsonville Airfields Stage 2 - Avanda
- 11 Hobsonville Airfields stage 3 - mega lots 5&6
- 12 16 Fencible Drive, Howick
- 13 34 Moore Street, Howick
- 14 498 Whangaparoa Road, Stanmore Road
- 15 65 Hadington Drive, Flat Bush
- 16 Bledisloe House, city centre
- 17 Downtown carpark, city centre
- 18 Own Your Own Home - region wide
- 19 20 Link Cres, Whangaparoa
- 20 Britomart Development Deed
- 21 Lot 3, 187 Flat Bush School Road, Flat Bush

Short-term projects (FY22-24)

- 22 78 Merton Road, St. John's



5 [REDACTED]

Downtown car park – The go to market strategy was approved by the Eke Panuku Board in August 2021. The EOI phase of the project is on-track to commence when Auckland moves to alert level 2.

The sites below will be taken to the open market for sale when Auckland moves to alert level 2.

- 198 Dominion Road, Mt Eden
- 16 Fencible Drive, Howick
- 34 Moore Street, Howick

Lot 3 187 Flat Bush School Road, Flatbush - A resource consent application to complete earthworks at the site has been lodged. A resource consent application for 40 new residential homes is currently being prepared.

Bledisloe House – 24 Wellesley Street – In August 2021, the Finance and Performance Committee provided Eke Panuku approval to negotiate directly with MRCB on a 125-year lease and development agreement to achieve an integrated development with the City Rail Link, Aotea Station and the Aotea quarter. The Eke Panuku Board will approve the sales strategy at its October 2021 meeting.

10 Ambrico Place, New Lynn – Development of this site is reliant upon the completion of the Clinker Place infrastructure enabling works in New Lynn. These works are due to commence in December 2021. Resource consent has been obtained for the development of 10 new homes on the site. Once the Clinker Infrastructure enabling works is complete the site will be marketed for sale.

1 [REDACTED]

Spatial delivery plan

Projects underway

- 1 21 Princes St - Seismic & refurbishment
- 2 27 Princes St - Seismic & refurbishment
- 3 7 Hill Road, Manurewa
- 4 Onehunga Wharf renewals
- 5 Queen St - Seismic upgrades
- 6 Auckland Council renewals - small scale capital upgrades (regional wide)



Eke Panuku manages and maintains non-service assets for Auckland Council.

Lockdown restrictions have meant that no construction works were able to be undertaken on renewals projects from 17th August until 21st September 2021. Work is now resuming under level 3 restrictions for the following projects that are in construction phase:

27 Princes St – seismic and refurbishment

Onehunga Wharf renewals

7 Hill Rd, Manurewa - refurbishment

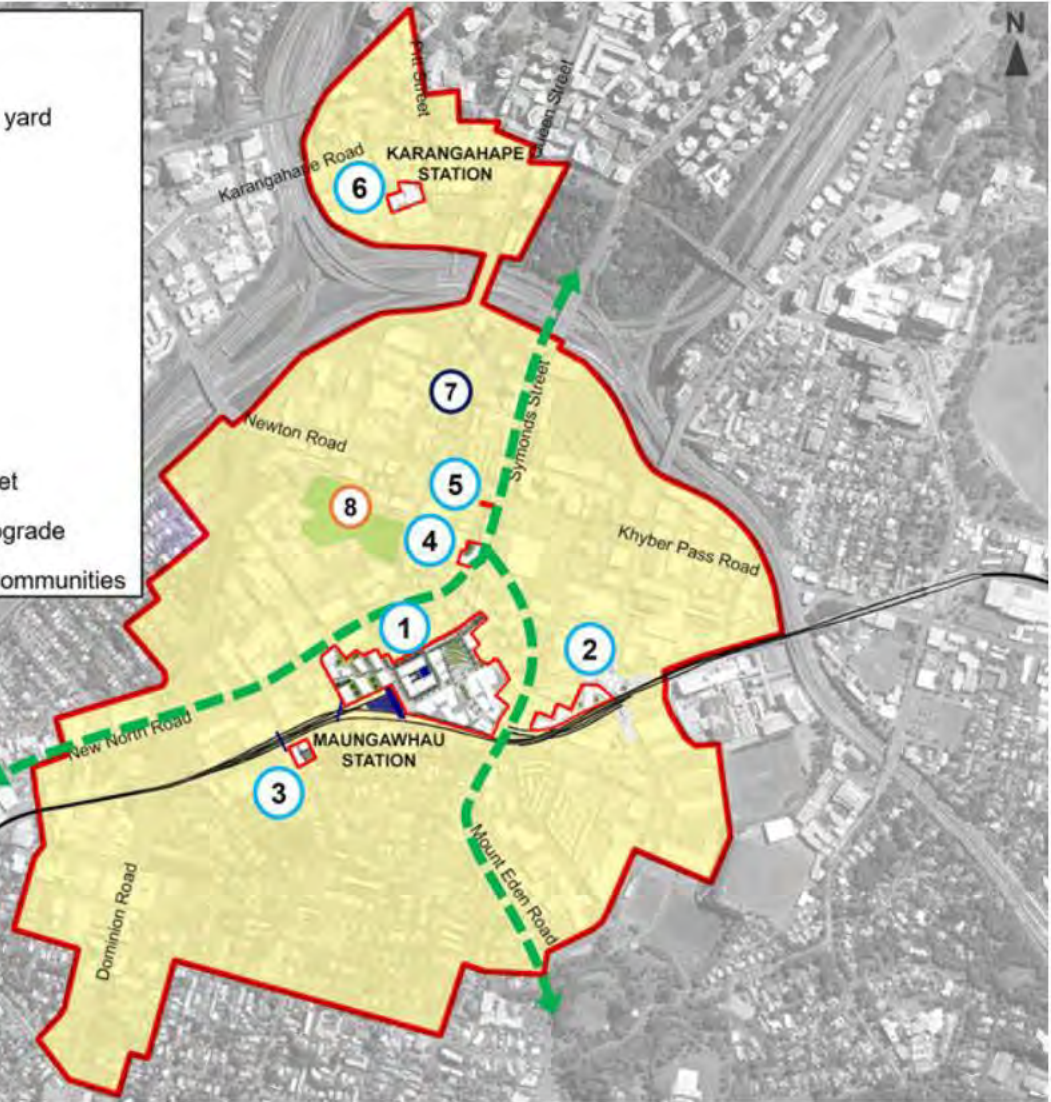
Z Pier watermain renewal in the Waterfront.

The impact of covid-19 lockdowns on the projects are being assessed, particularly in relation to timings, material supply and cost escalations. Cost escalations are likely for projects that have yet to start construction, and it is expected that there will be materials supply delays.



Maungawhau and Karangahape Precinct Development Programme

- LEGEND**
- Development projects**
- 1 Maungawhau station construction yard (7 development sites)
 - 2 14-22 Boston Road
 - 3 1&3 Fenton Street
 - 4 1 New North Road
 - 5 223 Symonds Street
 - 6 20 East Street
- Projects by others**
- 7 Kāinga Ora - 70 Upper Queen Street
 - 8 Auckland Council - Basque Park upgrade
- ↔ Auckland Transport - Connected Communities



Eke Panuku and Kāinga Ora are working in partnership to develop the Maungawhau and Karangahape Precinct Development Plan. An update on the programme is planned to be given to the Auckland Council governing body in late October 2021. The draft Precinct Development Plan will be submitted to the CRL Sponsors for decision towards the end of this calendar year.

Information paper: Health and safety

Document author: Blair McMichael, Health and Safety Manager

October 2021

Whakarāpopototanga matua | Executive summary

1. The Eke Panuku response to the Coronavirus (Covid-19) is led through the Crisis Management Team, headed by Carl Gosbee, CFO. Our recovery planning is consistent with previous lockdowns and Auckland Council's approach.
2. Safety in Design training is under review to ensure its appropriateness across to all parts of the business. Once the business moves down alert levels, we will consider scheduling training.
3. Water edge planning continued with risk workshops held for the Queens Wharf and Halsey Wharf. This also feeds into guidance for staff ensure a consistent approach to edge protection controls.
4. Two incidents were reported during the month. The first involved an employee retrieved from the water in Westhaven marina. The second involved a barge contractor's employee catching their finger under a barge hatch within the Westhaven marina.

Matapaki | Discussion

Health and safety key performance indicators

5. Health and safety key performance indicators (KPIs) representing lead (Figure 1) and lag (Figure 2) indices, including TRIFR and an Industry Benchmark are outlined below.

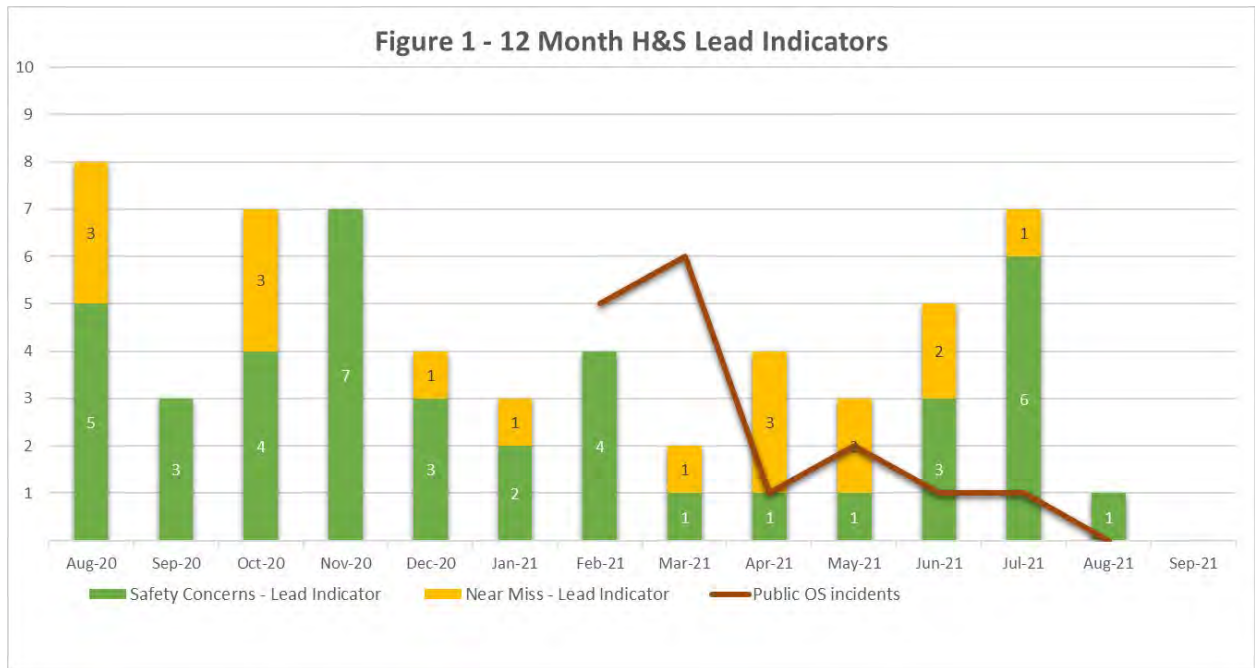
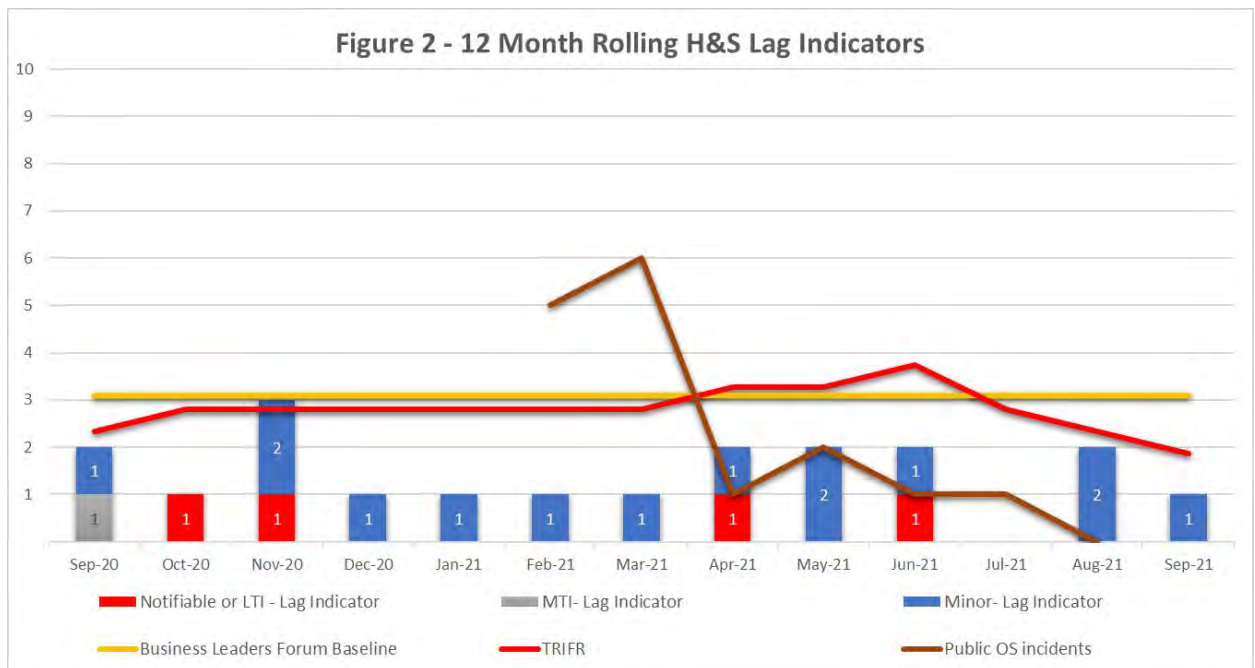


Figure 1 is indicative of the shift from Covid Alert Level (AL) 4, with essential services and working from home, to AL3. With the shift to AL3 Eke Panuku construction contractors have resumed work under safety plan protocols consistent with those prescribed by industry body CHASNZ. No public, near miss or safety concerns were reported during this time.



Key: TRIFR - Total Recordable Incident Frequency Rate; MTI - Medical Treatment Injury; Notifiable Event or LTI - Lost Time Injury.

Figure 2 represents the Eke Panuku Total Recordable Incident Frequency Rate (TRIFR). Our result for September has been significantly affected by the Covid 19 Lockdown. As noted above, under AL3 construction contracts have resumed with contractors working to the CHASNZ Covid-19 safety protocols.

6. Description of the Figure 2 - September events are listed below, together with the corrective actions.
 - i. Incident - A Westhaven dockmaster fell into the water while retrieving a loose vessel. Using their radio, they contacted the office to seek assistance from the water. Westhaven had reduced the number of staff during lockdown. This incident has highlighted the need to return to two staff, buddied and that a life vest wasn't worn at that time and has since been mandated. The team is also reviewing a person overboard emergency draw line around the perimeter of the Westhaven marina to ensure a timely notification and retrieval. The employee was unhurt.
 - ii. Incident - An employee for Total Marine Services, contracted to Eke Panuku for a pile mooring project, caught their finger under the barge hatch resulting in first aid. The operator has reviewed the incident and instructed staff on the hatch use.

Waters' Edge Protection

7. Following on from an update to the Eke Panuku board last month, the review of our waterfront edges continues. This includes the process improvements of decision-making framework and also guideline documents. As well as edge reviews of Queens, Hobson, and Halsey wharves. The outcomes of the review will help confirm any operational or physical changes required to improve safety.. The team has completed several workshops, including a site visit, and will be bringing recommendations to our ELT.

Eke Panuku's health and safety training and development

8. Under Covid AL 4 we had postponed safety in design training. The training is to be rolled-out as a pilot involving interaction from the attendees.

Internal health and safety audit

9. Corrective actions from the Eke Panuku internal audit report included a review of our Safe Management of Contracts and Agreements (SMCA) framework. Consultation has taken place over the past six weeks and this feedback will be considered with the finalisation of the latest SMCA draft. The last version of the SMCA will be presented to the board once complete.
10. Following the review of our Safety in Design (SiD) guidelines earlier this year, we are reviewing the draft SiD training materials through our projects and delivery teams, and portfolio leads. Training was intended to begin in September however, due to lockdown, this has been delayed, and we are reassessing the accountabilities, supporting templates, and gateways.

Eke Panuku health and wellbeing

11. Our People & Culture team has engaged with the Council group around a consistent approach to Covid vaccination issues within the workplace and completed a staff Covid vaccination survey providing data and feedback. An update provided to the board elsewhere on the agenda.

12. Reporting on Covid actions and planning is managed through Eke Panuku's Crisis Management Team (CMT). Eke Panuku is acting and planning in line with the Auckland Council CMT.
13. The H&S committee is scheduled to complete a quarterly review of the Eke Panuku Health and Safety Critical Risk register in October.

Eke Panuku Safe Management of Contracts and Agreements

14. Following a request from the board for working examples of how we ensure we meet our safety responsibilities in various contexts, the Assets & Delivery team is providing an information paper this month focused on the operating agreement at Hoporata Quarry, Waiheke Island.

Eke Panuku H&S Governance

15. Lawyer Grant Nicolson was scheduled to facilitate a governance workshop in August, postponed with the AL 4 lockdown. This health and safety governance workshop with the board will be rescheduled to a Covid AL 2 board meeting. Further board member site safety walk overs are to be scheduled later this year.

Ngā tāpirihanga | Attachments

Nil

3.1 Management of Hoporata Quarry

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii).*

Information paper: Managing Asbestos and Seismic Risk in the Property Portfolio

Document author: Ruth Jost, Head of Property Portfolio

October 2021

Whakarāpopototanga matua | Executive summary

1. The Eke Panuku Property Portfolio team manages property and other assets held for various purposes by Auckland Council and Auckland Transport. While these properties are being held they are leased in order to recover holding costs.
2. The portfolio is managed in line with the Eke Panuku Risk Management policy, which recognises the need for responsible risk-taking. The management approach also recognises the limited tolerance for Health and Safety risk in particular that has been previously indicated by the Board. Further, the portfolio is managed in line with an adopted Asset Policy and a Strategic Asset Management plan. These identify how the executive manages the portfolio to optimise and enhance the use of the assets while reducing risk.
3. Two portfolio risks that need to be managed carefully are addressed in this paper.
 - Exposure to asbestos in at Eke Panuku sites
 - Risk associated with Seismic Events in Earthquake prone buildings.
4. Both of these risks have legislative requirements that must be met. This paper indicates to the Board that the executive is taking a planned and proactive approach to managing both of these risks in the portfolio that it manages.
5. The presence of asbestos in building materials (ACMs) is managed in line with the current regulations and is based on an Asbestos Management Policy and Asbestos Management Framework documents adopted by Eke Panuku in 2018. These documents have recently been reviewed and updated.
6. ACMs in commercial sites is proactively managed by obtaining independent reviews and asbestos reports from qualified consultants and removing any ACMs that create the risk of the asbestos becoming friable. Sound ACM is left in place, labelled, and reviewed annually. Residential sites are managed on an "as needs" basis, with ACM testing and reporting in place to support other maintenance requirements.
7. Seismic risk is addressed through the Eke Panuku Earthquake Prone Buildings Management and Operation Guideline which was endorsed by the Board in 2019.
8. The seismic risk in all commercial buildings is assessed. Buildings assessed to be Earthquake prone (less than 34%NBS) are prioritised for upgrade works, where appropriate, through the asset management planning process. Upgrade work is currently underway or completed on 10 of the 24 buildings currently identified as "earthquake prone". The remaining sites are on hold, pending future use decisions.

Matapaki | Discussion

Management of Asbestos

9. Eke Panuku's Property Portfolio team has adopted a proactive and pragmatic approach to managing asbestos identified in the properties (buildings and land) it manages. This is achieved by using the administrative controls, which forms Eke Panuku's Asbestos Management Initiative outlined in Table 1 below:

Table 1: Asbestos Management Initiative	
Asbestos Management Policy	<p>An overarching document outlining Eke Panuku's high-level objectives and policy for managing asbestos across its portfolio.</p> <p>This document has been recently reviewed and amended.</p>
Asbestos Management Framework (AMF)	<p>This single document outlining Eke Panuku's management framework and organisational processes to address the statutory obligations to manage identified risks relating to the presence of asbestos in their portfolio of properties.</p> <p>It includes the broader rationale for making decisions on management of asbestos including determining risk, record keeping, roles and responsibilities, management of information and procedures for undertaking work, including emergency work. Recently reviewed and amended.</p>
Asbestos Materials Register (asbestos register)	<p>A living document that lists known occurrences of asbestos containing materials (ACMs) on and in Eke Panuku properties. It comprises a record of all identified or presumed asbestos items across the Eke Panuku property portfolio and is recorded in the "Noggin" Health and Safety system.</p>
Asbestos Management Surveys	<p>Individual asbestos management survey reports for each Eke Panuku-controlled property based on risk priority which meet the Good Practice Guidelines for Conducting Asbestos Surveys, WorkSafe, 2016 (GPG). The individual surveys identify asbestos items found at the workplace. These surveys, the AMF, the summary of decisions and reasons for decisions on asbestos management will be readily accessible to all workers It is currently held in "Noggin".</p> <p>Eke Panuku is progressively surveying the buildings it manages and these documents are available for staff, contractors and other stakeholders to assist in the management of ACM on Eke Panuku properties.</p>

10. The general approach to the management of asbestos through the portfolio follows the guideline. All commercial buildings are independently surveyed to identify the presence or otherwise of asbestos, or more particularly Asbestos Containing Materials (ACMs).

Subsequent reports by property indicate the presence of ACMs, and provide a risk analysis and recommendations for action. In essence, the report analyses whether the ACM in each area is sound, that is whether the asbestos is fully encapsulated within the ACM and does not present an immediate risk to the occupants, or whether the ACM is decayed or damaged. This means that the asbestos is potentially friable, and fibres could be breathed in. The ingestion of asbestos fibres has the potential to create the conditions for serious future health impacts.

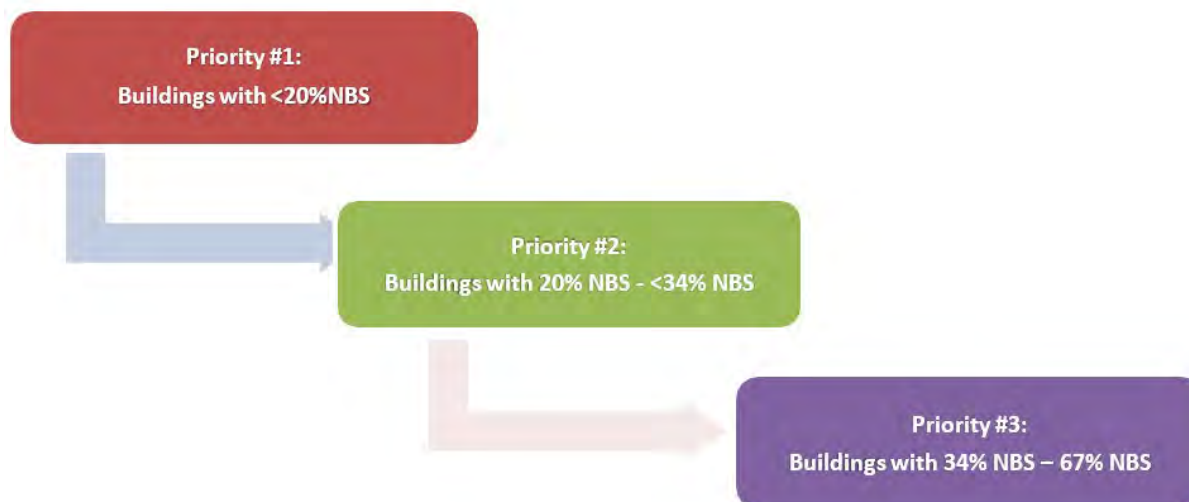
11. Eke Panuku manages each site in line with the recommendation from the report. Where ACM is not removed because it is currently in a sound condition it is labeled so that lessees and contractors know that the asbestos is present. This ACM it is independently reviewed by qualified consultants annually to ensure that the ACM remains sound and not damaged.
12. For residential sites, an asbestos report is only requested when maintenance works are required, and the maintenance provider or Eke Panuku staff member consider that an ACM may be disturbed during this work. If a report indicates the presence of asbestos, suitable precautions are taken to avoid the release of fibres during the work. In some cases the whole of the ACM will be removed by suitably qualified contractors.
13. Eke Panuku staff and external maintenance contractors are able to access asbestos records and reports held in Noggin. As well, staff can find high level information on the presence of asbestos at sites on the Eke Panuku intranet.

Managing the seismic performance of our assets

14. The Eke Panuku Earthquake Prone Buildings Management and Operation Guideline, endorsed by the Board in 2019, provides a framework within which buildings in the Eke Panuku portfolio, deemed to be earthquake prone (NBS<34%) are managed.
15. The Guideline assists the Eke Panuku staff to engage existing and potential tenants for leasing earthquake-prone buildings to ensure the safe use of the assets and optimum community and economic benefit.
16. The guideline sets out good management approaches for complying with Subpart 6A of the Building Act 2004 (Special provisions for earthquake-prone buildings), the Building (Specified Systems, Change the Use and Earthquake-prone Buildings) Regulations 2005, the NZ Building Code, the Health and Safety at Work Act 2015, organisation policies and accepted industry practices.
17. The guideline provides a consistent framework so that owners, property managers and their clients, facilities managers and our contract supply chain are properly informed to act within the legislation and are aligned. The default building remediation timeframe under the legislation for Auckland is up to 35 years given it is as a low risk area. Unless a s124 notice has already been issued under the Building Act 2004, no further mitigations are required for the owners of earthquake-prone buildings in Auckland to be compliant with the legislation.
18. However, when financial and logistical considerations allow, Eke Panuku aspires to improve stakeholder and customer confidence in the safety of the buildings through a more proactive management approach.
19. To this end, this guideline sets a clear aspirational pathway for an approach that goes beyond mere legislative compliance by truncating, where possible, the timeframe for seismic strengthening projects through risk-prioritised investment. Eke Panuku has

currently completed seismic upgrades, or is underway with upgrades, on all buildings not subject to being required for a future project or those that are being reviewed for sale.

20. In accordance with the guidelines, seismic remediation projects are prioritised and scheduled as part of the Asset Renewals Programme as follows:



From the time of the Guideline was endorsed by the Board, Eke Panuku has identified 24 commercial sites in its portfolio that are less than 34%NBS. Of these sites, 13 are Priority 1 sites, and 11 are Priority 2 sites.

Progress on works, as indicated in the Guideline, are as follows:

Priority	Total Sites	Upgrade Completed	Upgrade Underway	On hold pending future project works or rationalisation	Recently identified sites
1 <20%NBS	13	1	5	8	
2 20-34%NBS	11	2	2	5	2

21. Of the sites where the work is "on hold", 6 of these sites are held for pending Auckland Transport projects, 3 are held for council development projects and the remaining 4 are awaiting portfolio rationalisation decisions.

22. Much of the seismic upgrade work is structural and invasive. This makes it difficult at times to carry out work while a lessee is using the building to manage a business. For example, the external seismic work at 21 Princes Street (used as a childcare centre) was able to be completed while the centre continued to operate. However, the internal work is on hold until the lease for the centre expires in 2022. Similarly, it is likely that the commercial businesses at 315 - 321 Queen Street will need to close for periods as

seismic works are completed to address external unreinforced masonry cladding and other structural deficiencies.

23. Where there is a business impact from the seismic works, Eke Panuku staff work closely with the lessee to ensure that they are fully informed of the works, and to agree the most acceptable timeframes within which the work can be completed.

Ngā tāpirihanga | Attachments

Attachment A - Eke Panuku Asbestos Management Policy (Updated September 2021)

Attachment B - Decision paper: Earthquake -prone buildings dated 11 November 2019 plus Panuku Management and Occupation guideline

Attachment C - EQP Buildings September 2021 - Priority List update

Eke Panuku Asbestos Management Policy

1. Policy Statement

Eke Panuku Development Auckland (Eke Panuku) is committed to protecting the health and safety of all staff, visitors, occupants, and contractors from the risks posed by asbestos and asbestos-containing material (ACM) within the Eke Panuku portfolio.

2. Policy Statement

Eke Panuku Development Auckland (Eke Panuku) is committed to protecting the health and safety of all staff, visitors, occupants and contractors from the risks posed by asbestos and asbestos-containing material (ACM) within the Eke Panuku portfolio.

3. Scope and Purpose

The age and nature of property within the Eke Panuku portfolio means that legacy ACM is likely to be frequently identified within the building fabric, services, and land surrounding the buildings. This policy is designed to address the risks posed by asbestos and ACM and sets out the requirements to identify, eliminate or manage ACM to protect the safety of staff, visitors, occupants and contractors, so far as is reasonably practicable.

Eke Panuku is committed to undertaking all reasonably practicable measures to eliminate or minimise the risk posed by ACM within its assets. This will be achieved through Eke Panuku's Asbestos Management Framework (AMF) and associated asbestos management documentation that complies with the requirements of the:

- Health and Safety at Work Act 2015
- Health and Safety at Work (Asbestos) Regulations 2016
- Health and Safety at Work (General Risk and Workplace Management) Regulations 2016
- Approved Code of Practice for the Management and Removal of Asbestos 2016.

Eke Panuku acknowledges that ACM is a workplace risk that may harm workers and other people who are exposed to airborne asbestos fibres and therefore needs appropriate management. All Persons Conducting a Business or Undertakings (PCBUs) who conduct work for Eke Panuku involving asbestos, and all workplaces where Eke Panuku is a PCBU where asbestos is present, must manage asbestos risks so they do not harm anyone.

This policy, together with the AMF and asbestos-related information held in the “Noggin” Health and Safety database will assist PCBUs in exercising their duties with respect to asbestos management.

4. Asbestos Management Framework

Eke Panuku must ensure that an Asbestos Management Framework (AMF) is in place. The AMF provides guidance for staff on the identification and management of asbestos, including determining risk, record keeping, roles and responsibilities, management of information and procedures for undertaking work, including emergency work.

The AMF is to be a living document that is subject to periodic update by the Eke Panuku Health and Safety Manager

5. Information management and Asbestos management plans - Noggin Software

Eke Panuku utilises “Noggin”, a proprietary cloud-based health and safety

management software tool, to facilitate and steward health and safety management within Eke Panuku. Eke Panuku's maintenance contractors have access to "Noggin" to provide relevant information that they can use when planning for work at any property.

The site-specific information and records for each property held in "Noggin" or the Property File is to include (where relevant):

- i. All asbestos items relevant to the site, including decisions and reasons for decisions on how the asbestos or ACM will be managed
- ii. Asbestos survey (where available) including presumed asbestos
- iii. Records relating to labeling and auditing
- iv. WorkSafe notifications
- v. Asbestos Removal Control Plans (ARCPs)
- vi. Abatement records
- vii. Air monitoring reports
- viii. Clearance certificates
- ix. Record of any asbestos-related incidents
- x. Timetables for: re-inspections and data review.

5. Labelling of Asbestos Containing Material

Identified ACM within Eke Panuku assets must be clearly labelled to inform all occupiers and workers of the presence of ACM and the potential risk(s). The methods will be outlined in the AMF and recorded in "Noggin".

6. Acquisition of New Eke Panuku Assets

An asbestos identification survey must be completed when a new asset is acquired or on the internal transfer of an asset to Eke Panuku from another Auckland Council entity (if a survey does not already exist or we can be certain property does not contain asbestos).

7. Health Monitoring

Asbestos health monitoring of Eke Panuku staff will be implemented on an as needed basis and implemented by the Eke Panuku Health and Safety Manager. Eke Panuku maintenance contractors will be required to monitor the health of their workers.

8. Asbestos Risk Management Decision-Making

Eke Panuku-related asbestos risk decision-making is to be managed by the Eke Panuku Head of Property Portfolio based on best practice advice from the Eke Panuku Health and Safety Manager.

9. Incident Response

The AMF provides an incident response procedure where ACM is disturbed through inadvertent actions. All asbestos exposure incidents must be reported to the Eke Panuku Health and Safety Manager and in "Noggin" in accordance with Eke Panuku's corporate Health and Safety incident reporting timelines.

10. Policy Review and Revision

This Policy is subject to a three-yearly review by the Eke Panuku Head of Property Portfolio.

11. Approval Process

Business Owner	Director Portfolio Management
Original policy date	Final: August 2018
Frequency of review	Every three years or earlier if required
Last reviewed	August 2021
Approved by	ELT and Chief Executive
Date	

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Asbestos Management Policy.docx

Decision Paper: Earthquake-prone buildings

Document Author(s)	Andre Fredericks – Senior Asset Management Planner
Approver	Ian Wheeler – GM Assets and Delivery
Date	11 November 2019

1. Purpose

This paper seeks approval from the Panuku Board for the use of the Earthquake-Prone Building Management and Occupation Guideline, as the approved management methodology for Panuku-managed property.

2. Executive Summary

The purpose of Panuku's Earthquake-Prone Buildings Management and Occupation Guideline (Appendix A) is to cover three primary objectives.

Auckland Council is currently finalizing its Earthquake-Prone policy. In the absence of this policy, which has taken council longer than anticipated to complete, Panuku requires a clear guideline and approach to asset management and occupation of Earthquake-prone buildings. This guideline has been reviewed and supported by Council's internal legal department and our team will continue to work with the Council team progressing Council's policy and approach to earthquake-prone buildings and ensure alignment.

Panuku requires a clear position and approach to the use and occupation of Earthquake-prone buildings. The guideline supports the use and occupation of Earthquake-prone buildings with a clear process and set of requirements to be met to manage this risk in conjunction with the building occupants.

The building remediation timeframe provided under the legislation - up to 35 years - is the default risk mitigation methodology for Earthquake-prone buildings. Panuku seeks to improve confidence in the safety of the buildings through a more proactive, case by case approach to its Earthquake-prone buildings. To this end, this guideline sets a more aspirational pathway for an approach that goes beyond mere legislative compliance by truncating, where possible, the timeframe for seismic strengthening projects through risk-prioritised investment, guided by a set of evaluation indicators and within budget provisions.

3. Recommendations

It is recommended that the Panuku Board:

1. Approves Panuku's use of the Earthquake-prone Building Management and Occupation Guideline.
2. Notes Auckland Council is still developing its policy and guideline for Earthquake-Prone Building Management and Occupation and Panuku will continue to work with an ensure alignment with the Council policy.
3. Notes Panuku needs an approved management methodology until Auckland Council provides an approved and appropriate alternative.

4. Prior Board and Council Engagement and Decisions

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
None		

5. Discussion

Panuku routinely leases buildings to the market, of which some are deemed Earthquake-prone. In the absence of a final council wide policy, Panuku needs clear and consistent guidelines to ensure it:

- Has agreed objectives in terms of building seismic performance
- Has a documented risk management approach across a range of building seismic performance scenarios
- Provides guidance on how we prioritise our investment into Earthquake-prone buildings
- Has a clear and consistent approach and set of requirements for the use and occupation of Earthquake-prone buildings
- Acts appropriately within the parameters and spirit of the relevant legislation
- Engages confidently with the market to provide accurate and relevant information
- Effectively plans for funding and other resources to support remediation projects.

The guideline considers:

- Building Act requirements
- Accepted industry practices
- Other relevant legislation, e.g. Health & Safety in the Workplace
- Available funds and resources
- Impact on existing tenants and stakeholders
- Impact on the community, e.g. preventing excessive blight from vacant buildings

The guideline includes a set of evaluation indicators to assist with seismic remediation and investment decision making. These include:

- Overall building condition grade (Very Good – Very Poor)
- NBS Score (100% - < 1%)
- Length of hold period (<5 years - > 50 Years)
- Building Importance Level (IL1 – IL4, e.g. use and number of occupants)
- Project cost and payback period
- Special features or qualities of building, e.g. heritage classification.

Approving the guideline will provide property managers with a better decision making framework relating to Panuku's obligations, as well as managing the obligations of other parties involved in decision-making about:

- Terms of Lease, occupation and building code compliance requirements
- Assigning responsibilities for the safety of building users
- Prioritising asset remedial works and allocating funds

6. Financial Implications


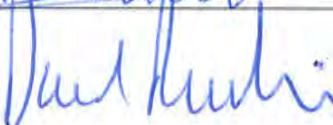
The implications of implementing the guidelines are:

- Estimated \$18M (+/- 30 per cent) CAPEX over a 7 - 10-year period to 2030, and within current CAPEX budgets
- Reduced OPEX due to the renewals included in the remedial works
- A remediation programme will be drafted within the next LTP refresh

7. Implementation

Building remedial projects will be incorporated into the existing CAPEX renewals program for implementation from 2020 / 21.

Document Sign-off

Role	Name	Sign-off Date	Signature
GM Assets and Delivery	Ian Wheeler	28/11/19	
Chief Executive (acting)	David Rankin	28/11	

Appendix A: EQP Buildings Management and Occupation Guidelines.

Earthquake-Prone Buildings

Panuku: Management and Occupation Guideline



November 2019

1.0 Executive Summary

The purpose of Panuku's Earthquake-Prone Buildings Management and Occupation Guideline is to simplify the risk management and occupation of earthquake-prone buildings.

The importance of providing clear and consistent management guidance is evident in the complex decision-making involved for using earthquake-prone buildings safely. Furthermore, it is equally important that Panuku demonstrates its commitment to being a responsible and capable asset manager, as this has a direct impact on continued asset sustainability and customer wellbeing.

A key function of this guideline is to assist the Panuku executive and property managers in engaging existing and potential tenants for leasing earthquake-prone buildings to ensure the safe use of assets for optimum community and economic benefit.

The guideline sets out good management approaches for complying with Subpart 6A of the Building Act 2004 (Special provisions for earthquake-prone buildings), the Building (Specified Systems, Change the Use and Earthquake-prone Buildings) Regulations 2005, the NZ Building Code, the Health and Safety at Work Act 2015, organisation policies and accepted industry practices.

Through this guideline, Panuku acknowledges its responsibilities to the asset owners, i.e. Auckland Council and Auckland Transport. It recognises that in certain situations, one or many responsibilities relating to building ownership, landlord obligations and facilities management apply simultaneously.

The guideline provides a consistent framework so that owners, property managers and their clients, are properly informed to act within the legislation and aligned with the organisation's purpose.

The building remediation timeframe provided for Auckland (as a low risk area) under the legislation - up to 35 years (unless a s 124 notice has already been issued under the Building Act 2004)- is the default risk mitigation methodology for earthquake-prone buildings, i.e. no further mitigations are required for building owners to be compliant with the legislation.

However, where possible Panuku aspires to improve stakeholder and customer confidence in the safety of the buildings through a more proactive management approach.

To this end, this guideline sets a clear aspirational pathway for an approach that goes beyond mere legislative compliance by truncating, where possible, the timeframe for seismic strengthening projects through risk-prioritised investment.

Prioritised Building Remediation

As a rule, a seismic risk assessment for any building is based on the building's ability to resist collapsing under its own weight, due to the shaking effects of a significant earthquake. The shake-resistance depends on the design of the building's structural elements, i.e. the structural framework supporting the walls, upper floors (in a multi-level building) and roof of the building.

By this rationale, a building that relies on un-reinforced masonry walls, i.e. walls and pillars constructed from bricks and mortar, to support its upper floors and roof has less resistance to shaking and is consequently more prone to partial or complete collapse. Conversely, a building with a steel-reinforced concrete frame and main structure has more resistance to shaking and therefore less likely to collapse in an earthquake. Other forms of reinforced framing also fall into this category.

In a seismic structural assessment, the building's resistance to shaking, or relative strength, is compared and scored against the National Building Standard (NBS), with the output score expressed as a percentage of the Standard.

For example, a building with a strength rating of 100 per cent of the National Building Standard has a score of 100 per cent NBS, compared to a building with half the strength attaining a score of 50 per cent NBS. In summary, lower NBS scores result in higher seismic risk.

Under regulation 8 of the Building (Specified Systems, Change the Use, and Earthquake-Prone Buildings) Regulations 2005, Earthquake-prone Buildings are segregated into two groups, based on their NBS score:

- Buildings with a score below 20per cent NBS
- Buildings with a score from 20per cent NBS to less than 34 per cent NBS

Buildings below 20 per cent NBS are at a higher risk of collapse than buildings in the 20 – 34 per cent NBS range.

Under this guideline, buildings with a <20 per cent NBS score are prioritised higher than those >20 per cent NBS for strengthening works. This means that a building with a higher risk of collapse in an earthquake would likely be eligible for project funding ahead of lower risk buildings, subject to other decision criteria such as project viability, funding, etc. to ensure the best value return for the expenditure.

Staged Remediation Project Implementation

Implementing the guideline will be integrated into existing Long-Term Plan processes, given that seismic-related building improvements are well-aligned with Panuku's asset management policy and framework.

To ensure timely delivery of outcomes and benefits realisation, seismic remediation works will be incorporated into annual capital investment assessment criteria for funds allocation and subsequent delivery.

Seismic remediation projects will be prioritised and scheduled as part of the Capital Investment Program as follows:



2.0 Introduction

The Earthquake-prone Buildings Management and Occupation Guideline sets out a proactive approach to enable the management and occupation of Earthquake-prone Buildings under Subpart 6A of the Building Act 2004 and the Health and Safety at Work Act 2015 and their respective regulations. It is a guidance resource for engagement with customers, stakeholders and end-users (occupiers), in alignment with Panuku's policies and business processes for managing the property portfolio. When applied in conjunction with other Panuku management processes and plans, it will:

Demonstrate strategic alignment between how we manage and occupy buildings and the Panuku Vision and Mission

Facilitate consistent and informed decision-making about the optimal use of Earthquake-prone Buildings

Provide effective guidance to property managers, stakeholders, customers and end-users (*occupiers*).

Portfolio Overview

Panuku manages a property portfolio in the Auckland Property Market. As an indication its property portfolio (which changes over time) currently consists of 570 buildings (219 Commercial and 351 Residential). Of these 570 buildings, 45 are Commercial buildings (18 of which are Heritage buildings) that are classified as Earthquake-prone Buildings under Subpart 6A of the Building Act 2004. The buildings are owned by Auckland Council and Auckland Transport.

Seismic Risk Legislation

The Auckland region is classified as a Low Risk Earthquake Zone. This means that under section 133AM of the Building Act 2004 Auckland building owners have 20 to 35 years in which to complete the required seismic risk remediation of a building that has been identified as an Earthquake-Prone Building.

The applicable remediation timeframe depends on the building's conformance shortfall relative to the National Building Standard (100 per cent NBS). This shortfall is expressed as a percentage of 100 per cent NBS.

Earthquake-Risk Buildings have seismic scores < 67 – 34 per cent NBS

Earthquake-Prone Buildings have seismic scores < 34 per cent NBS

The remediation timeframe commences when Territorial Authority notifies a building owner of a building's Earthquake-prone status. Buildings may be used, provided they are fit for purpose and not identifiable as a Dangerous Building under the Building Code.

The legislation makes a clear distinction between Earthquake-risk or Earthquake-Prone Buildings and Dangerous Buildings.

Earthquake Risk and Prone Buildings are prone to structural failure and become unsafe as a *result of an earthquake event*.

Dangerous Buildings are inherently unsafe due to ongoing structural integrity issues *regardless of any earthquake event*.

Panuku-managed buildings are currently offered for lease under standard terms for commercial or residential accommodation, with minimal or no specific references to seismic risk. While these arrangements are satisfactory in general, legislative changes, increasing market uncertainty and concern about the risks to occupiers requires Panuku to adopt a more proactive and robust management approach for improved clarity and consistency.

Adopting the Earthquake-prone Buildings Guidelines will enhance Panuku's engagement capacity on this significant and emerging issue and ensure we reasonably and practically manage these risks.

3.0 The Earthquake-Prone Buildings Occupation Guidelines

3.1 Description

The Guidelines are a proactive approach to accommodation involving earthquake-prone buildings as it:

Ensures that all relevant aspects and interests are coherently organised and managed

Focuses on specific risks, their probability of occurrence and degree of impact due to building structural performance or failure during and immediately after a significant earthquake.

Simplifies decision-making by providing complete visibility across the range of factors involved and allows for clear and authentic communication to all affected parties.

3.2 Key Assumptions

Panuku manages a variety of commercial and residential properties on behalf of Council and Auckland Transport (Landlord).

Providing portfolio management and property services is integral to Panuku's Vision and Mission.

The Building Act 2004, regulations and Code and related legislation permits the use of Earthquake-prone Buildings for accommodation, provided all significant risks due to earthquake-related building collapse are effectively mitigated in accordance with relevant legislation and organisation policies.

Property Management services are subject to applicable legislation, Panuku and Auckland Council policies.

The Panuku Asset Management Policy provides the relevant governance framework for the Guidelines.

The Earthquake-prone Building remediation timeframes of up to 35 Years are stipulated in section 133AM of the Building Act 2004.

The Earthquake-Prone Building Guidelines supports planning and decision-making processes for managing and leasing Earthquake-prone Buildings as Residential or Commercial Accommodation. They are not intended as directives for Facilities and Property Management practice. Auckland Council's policy is in development and Panuku will adjust these guidelines to maintain alignment with Auckland Council's policy and approach.

Earthquake-Prone Buildings Remediation Framework

Final Seismic Grade		Building Importance Level (IL#) Prioritization / Remediation Timeframe Matrix			
Building Grade	%NBS Score	IL1 Low Hazard Properties, e.g. walkways, walls, fences	IL2 Normal structures, and properties not specifically categorised elsewhere, timber-framed, car parks, offices	IL3 Structures that may contain crowds, high value community contents, e.g. conference centers, stadiums, airports	IL4 Buildings that must be operational immediately after an earthquake or other disastrous event, e.g. emergency shelters, hospital operating theatres, etc.
A+	100% +	No mandatory remediation required	No mandatory remediation required	No mandatory remediation required	No mandatory remediation required
A	80-100%				15 years (Aspirational)
B	67-79%				
(TARGET ASPIRATIONAL NBS)					
C	34-66%	35 Years	35 Years	35 years (Aspirational)	10 years
(TARGET MINIMUM NBS)					
D	20-33%	35 Years	35 Years	20 Years	10 Years
E	<20%		20 Years	10 Years	5 Years

4.0 Earthquake-Prone Buildings – Managing the Risks

4.1 Seismic Risk Assessment

The suitability of an Earthquake-Prone Building to be occupied depends primarily on whether the primary rating is within acceptable Panuku Risk Parameters. The following table shows the relevant risk factors considered in establishing the risk rating:

Risk Issue	Risk Description	Consequence of Occurrence	Consequence Rating	Likelihood of Occurrence	Likelihood Rating	Risk Rating
Seismic Strength Score: < 34% NBS	Building Collapse: Structural Failure as a result of an Earthquake.	Catastrophic:	# / 5	Rare:	# / 5	5 / 25 Low
		Fatalities and / or Serious injuries	5 / 5	1:20,000 Years	1 / 5	

4.2 Risk mitigation

Risk mitigation involves methods of removing or reducing risks to acceptable levels by following established risk management practice.

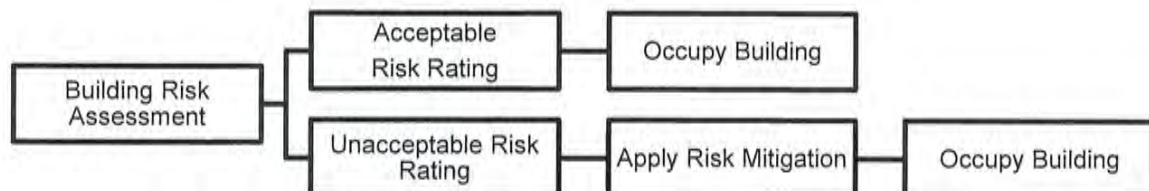
Under current seismic risk legislation, implementation of the remediation framework i.e. building remediation within the stipulated timeframes is an acceptable mitigation.

Under workplace health and safety legislation, Panuku must ensure that buildings are safe for occupation on an ongoing basis. WorkSafe's Policy Clarification dated June 2018 confirmed that if a PCBU who owns or occupies an earthquake prone building is meeting the earthquake performance requirements of the Building Act 2004 WorkSafe will not enforce to a higher standard under the Health and Safety at Work Act 2015. PCBUs are expected however to manage risks arising from objects in and around workplace buildings on a regular and ongoing basis.

Aside from building structural elements contributing to low NBS scores, risk mitigation could involve other methods to potentially enhance occupants' safety in an earthquake, for example:

- Ensuring safe egress routes
- Removing or securing secondary components, e.g. hot water cylinders, air-conditioners, etc. that would otherwise be prone to excessive movement
- Maintaining a good level of preparedness through implementing a Building Safety Plan

The following management process ensures compliance under the Building Act 2004 and its regulations and the Health and Safety at Work Act 2015:



The above risk management process is consistent with Panuku's Risk Management Framework and applicable to all risk categories.

5.0 Panuku's Risk Management Approach

Panuku's policy is to comply with relevant legislation in the most practical manner. The specific method of compliance will be selected to address variations in building design, condition, cost, etc. for optimum effectiveness.

5.1 New leases for occupation (Council as tenant)

- Buildings must have >67 per cent NBS score.
- Exceptions for special applications, e.g. short-term occupation require Panuku ELT approval on a case-by-case basis.

5.2 New and existing leases for buildings constructed post-2004:

- Buildings must be certified for compliance with the Building Act 2004 (>67 per cent NBS) with no seismic risk issues.

5.3 Existing buildings pre-2004 (Council/Panuku as owner)

It is one of Panuku's strategic objectives that all buildings in its portfolio has a seismic score above 67 per cent NBS. To achieve this, it applies the following approach:

- Building seismic score ≥ 67 per cent NBS: No seismic risk mitigation indicated
- Building seismic score 34-66 per cent NBS: Limited seismic risk mitigation indicated
 - Unrestricted building occupation
 - Tenants are formally notified of seismic risk
 - Undertake low-impact limited scope remedial works preferably in the short to medium term, i.e. 5-10 years
 - Schedule comprehensive remedial works to achieve ≥ 67 per cent NBS in line with Panuku's mandated planning timeframes.
- Building seismic score 20-33 per cent NBS: General seismic risk mitigation
 - Unrestricted building occupation
 - Prospective or existing tenants are formally notified of seismic risk
 - Undertake low-impact limited scope remedial works in the short term (5 Years)
 - Schedule comprehensive remedial works to achieve ≥ 34 per cent in line with Panuku's mandated planning timeframes.
- Building seismic score < 20 per cent NBS: General seismic risk mitigation
 - Unrestricted building occupation
 - Prospective or existing tenants are formally notified of seismic risk
 - Undertake low-impact limited scope remedial works in the short term (5 Years)
 - Schedule comprehensive remedial works to achieve ≥ 34 per cent in line with Panuku's mandated planning timeframes
 - Regular monitoring of building condition over time.

6.0 Risk Mitigation Options

6.1 Developing and implementing risk mitigation options – structural remediation

The NBS scoring system is inherently complex, as any NBS score contained in a seismic assessment does not necessarily indicate the quantum of remediation required to significantly improve the building's structural strength. This is because the NBS score is a summary composition of multiple scoring factors such as presence, location and impact of unreinforced masonry load-bearing walls, unrestrained parapets and chimney stacks, or poorly secured glass facades and canopies, any of which could be the primary contributor to the low NBS score.

For example, the removal of a low-scoring canopy or parapet could sufficiently improve the overall building score to exceed 34 per cent NBS.

Conversely, if the most significant contributing element is the unreinforced load-bearing structure, addressing the other low-scoring elements will not necessarily improve the overall score for the building.

Consequently, effective remediation fundamentally requires a good understanding of the specific contributing factors to the low NBS score in any building seismic assessment.

7.0 Seismic Remediation

Panuku will approach evaluating its potential remediation opportunities for qualifying projects on a case by case basis for each building, as well as from an overall portfolio perspective.

Primary pre- and post-project indicators:

- Overall building condition grade (Very Good – Very Poor)
- NBS Score (100% - < 1%)
- Length of hold period (<5 years - > 50 Years)
- Building Importance Level (IL1 – IL4, Refer Section 3)
- Project cost payback period
- Special features or qualities of building, e.g. heritage classification, etc.

The following two building examples demonstrate potential scenarios for applying the guideline:

Example 1

- Building Condition Grade: Moderate to Poor
- NBS Score: 20-33 per cent NBS
- Hold Period: <10Years
- Importance Level: IL1 - IL2
- Special building features: Nil.
- Indicative Pay-back Period: >10 Years
- Indicative Feasibility: Low

Due to the short hold period and absence of significant building features, the relatively low feasibility score for a seismic remediation project is unlikely to deliver a viable and sustainable asset.

Example 2

- Building Condition Grade: Poor to Very Poor
- NBS Score: <20 per cent NBS

- Hold Period: >25 years
- Importance Level: IL1 - IL2
- Special building features: Heritage.
- Project pay-back period <25 Years
- Indicative Feasibility: Medium to High

Due to the long hold period and presence of heritage building features, the relatively high feasibility score for a seismic remediation project is more likely to deliver a viable and sustainable asset.

In this example the upgrade of the building to a seismic score greater than 34 per cent NBS, preferably to achieve NBS score >67 per cent NBS – is likely to proceed.

Note: The Building Act and Regulations contain two further provisions which potentially trigger seismic strengthening to be undertaken earlier than normally required, i.e:

- When a building alteration proposal involves works exceeding 25 per cent of the building's rateable value, an upgrade to a minimum score of 34 per cent NBS may have to be included in the originally intended works.
- When a *Change of Use* under Section 115 of the Building Act is proposed, an upgrade to as near as reasonably practicable to current Building Code requirements may be required.

7.1 Leasing a Council-owned building with a score <34 per cent NBS to an external party

Panuku leases several buildings to external parties under commercial, community and residential leasing arrangements.

If a Panuku managed building has been assessed as earthquake-prone i.e. <34 per cent NBS under the Building Code, this does not preclude Panuku from leasing the building to a third party, provided:

- Panuku provides full disclosure of their knowledge and information relating to the seismic risk to the building and encourages the lessee to obtain independent advice.
- The building is not defined as a Dangerous Building under the relevant legislation.
- A copy of Detailed Seismic Assessment (DSA) is included as an addendum to the leasing agreement.
- The lessee confirms their understanding and acceptance of the seismic risks.

If the Panuku managed building is assessed as being earthquake-prone during the term of a current lease, Panuku will inform the lessee in accordance with the legislation.

Panuku will endeavour to apply the guideline in collaboration with the lessee to achieve a mutually acceptable outcome. This may or may not involve upgrades to the building and / or variations to the lease agreement.

Special Note: Panuku will seek specific legal advice as part of leasing an earthquake-prone building to any organisation without PCBU responsibilities under the Health and Safety at Work Act 2015.

8.0 Summary

In summary, legitimate occupancy of an Earthquake-prone Building is subject to compliance with relevant legislation, regulatory requirements and applicable Panuku policies and practices.

Decision-making for allocating seismic remediation resources and / or whether a building may be occupied, requires the considered application of the relevant Panuku business practices, including this guideline, as applicable to the specific circumstances.

Address/Building	Main Structural Defects	Priority	Priority Drivers (for and against)	Potential Delivery Issues	Status September 2021
27 Princes Street - Auckland Central	10% NBS - The critical structural weakness is the URM perimeter walls and chimneys. The likely failure mode is out-of-plane failure with walls and chimneys toppling onto the areas adjacent to the building.	1	27 Princes Street is a heritage building. The unreinforced masonry is a high-risk building fabric during seismic events and prone to failure		Works tendered. Commencement FY22. Deetailed design works currently underway.
313 Queen Street - Auckland Central	NBS 5% - 3 Severe Structural Weaknesses (SSW). Ground water penetration was detected through the retaining wall in the basement, indicating the existence of possible cracks within the wall and potential degradation of the reinforcing steel. The transverse RC frames are assessed to be SSW. The URM parapets appear to be completely unrestrained in a seismic event and is prone to toppling during an earthquake.	1	URM Structural type. The building canopy structure cantilevers over the public footpath. High risk to public if seismic event occurs. High foot traffic area on street as well as within tenancy.	Current lease commitments at the queen street properties pose a risk in relation to delivery. It is likely that current tenants will need to vacate the leased areas while the strengthening works are completed.	Professional services being procured. Delivery will need planning around tenancies. Planned for FY23 and beyond.
315-317 Queen Street - Auckland Central	5% NBS - No traverse lateral system. URM Parapets, gables, cornices at roof level are potential fall hazards, as well as unrestrained URM at higher storeys. Failure mechanism on retaining wall limited by overturning capacity. Severe Structural Weakness (SSW). There is no reliable connection between the roof trusses and the loadbearing URM walls during an earthquake.	1	URM Structural type. High risk to public if seismic event occurs. High foot traffic area on street. Tenants manage bars and restaurants in the building. Several falling hazards in a seismic event.	Current lease commitments at the queen street properties pose a risk in relation to delivery. It is likely that current tenants will need to vacate the leased areas while the strengthening works are completed.	Professional services being procured. Delivery will need planning around tenancies. Planned for FY23 and beyond.
319 Queen Street - Auckland Central	5% NBS - 3 Severe Structural Weaknesses (SSW). The 1100 mm high URM parapets appear to be completely unrestrained in a seismic event. The decorative cornices also appear to be completely unrestrained in a seismic event. There is no mechanical connection between the timber trusses and the URM walls	1	URM Structural type. The building canopy structure cantilevers over the public footpath. High risk to public if seismic event occurs. High foot traffic area on street. Tenants manage bars and restaurants in the building. Several falling hazards in a seismic event.	Current lease commitments at the queen street properties pose a risk in relation to delivery. It is likely that current tenants will need to vacate the leased areas while the strengthening works are completed.	Professional services being procured. Delivery will need planning around tenancies. Planned for FY23 and beyond.
321 Queen Street - Auckland Central	5% NBS - 4 Severe Structural Weaknesses (SSW). Longitudinal cracks in the parapet at the interface of the RC beams and two-leaf cavity 900 mm high bricks (URM). These appear to be completely unrestrained in a seismic event. The compression web members are not mechanical fixed and rely on the tension members to periodically tightened to prevent the compression webs falling out. No mechanical connection between the timber trusses and the RC columns. No lateral system exists.	1	URM Structural type. The building canopy structure cantilevers over the public footpath. High risk to public if seismic event occurs. High foot traffic area on street. Building use involves large crowds. Several falling hazards in a seismic event.	Current lease commitments at the queen street properties pose a risk in relation to delivery. It is likely that current tenants will need to vacate the leased areas while the strengthening works are completed.	Professional services being procured. Delivery will need planning around tenancies. Planned for FY23 and beyond.
2 The Strand - Takapuna	20% NBS - Front façade in Extension area lacks adequate lateral support. Shear wall lacks lateral load resistance along the front façade. Foundations are at risk in seismic event. Original stone veneer walls are not sufficiently restrained and prone to collapse. No effective force transfer between original and Extension sections of the building.	1	Risk of building collapse to building users. High foot traffic - risk to pedestrians through unrestrained stone veneer walls	Currently vacant but being reviewed for disposal. Potential for leasing in the short term. Decision to address seismic issues will depend on outcome of rationalisation process.	On hold pending rationalisation decision.
452-454 Dominion Road - Mt Eden	5% NBS - Inadequate in-plane lateral force resisting system at the ground level of grid line 1 (west elevation). The in-plane performance of grid line 1 is considered the Critical Structural Weakness. There is a lack of mechanical connection between wall-to-floor diaphragm at first floor and roof level, such that the walls are unrestrained when exposed to face loading. The seismic rating of unrestrained URM walls are 30% NBS; The URM gable walls are also prone to toppling failure in out-of-plane loading. The existing URM walls are a cavity construction consisting of single inner and outer load bearing brick leaves with a central cavity. The walls are not effectively tied together creating a toppling failure when exposed to face loading. At first floor level, failure of these wall elements pose a safety risk to the public and is considered a Severe Structural Weakness (SSW); The chimney structure extends above roof level and possesses insufficient rocking capacity due to its slenderness and lack of overburden. This structural element has been qualitatively assessed and is considered to have a seismic rating less than 34% NBS; The existing first floor ceiling level diaphragm lacks sufficient stiffness and connections to distribute seismic induced lateral loads. Given the insufficiency of the diaphragm catastrophic collapse of the building is unlikely.	1	03/04/2019 This site will be required for the Light Rail Project based on the current alignment. Estimated start date is September 2020	Due to this property being earmarked for demolition we do not expect to deliver seismic works for this building without an update on the Light Rail project that would affect current assumptions	On hold pending future use / rationalisation decision.

456 Dominion Road - Mt Eden	As above	1	03/04/2019 This site will be required for the Light Rail Project based on the current alignment. Estimated start date is September 2020	Due to this property being earmarked for demolition we do not expect to deliver seismic works for this building without an update on the Light Rail project that would affect current assumptions	On hold pending future use / rationalisation decision.
458 Dominion Road - Mt Eden	As above	1	03/04/2019 This site will be required for the Light Rail Project based on the current alignment. Estimated start date is September 2020	Due to this property being earmarked for demolition we do not expect to deliver seismic works for this building without an update on the Light Rail project that would affect current assumptions	On hold pending future use / rationalisation decision.
177 Pakuranga Road - Pakuranga	15% NBS - The critical non-structural element is the URM chimney which achieves 15% NBS, it is unrestrained and is therefore a significant falling hazard in an earthquake. Investigation and repair is required for a crack in the veneer and concrete block base on the western elevation.	1	25/06/2019 This site will be required for the Light Rail Project based on the current alignment, 2020-2026	Due to this property being earmarked for demolition we do not expect to deliver seismic works for this building without an update on the Light Rail project that would affect current assumptions	On hold - expected to be demolished in 2022 for AT project
220 Dominion Road - Mt Eden	26% NBS - Structural engineer report not provided	1	07/11/2019 The property has been through a projected planning process that ended in the environment court last month. We are expecting a consent decision late this year before putting a disposal strategy in place in the first quarter of 2020	Due to this property being earmarked for disposal we do not expect to deliver seismic works for this building. However development proposal is currently being reviewed in the Environment Court. If the development projects doesn't proceed the priority will be increased.	On hold pending future use / rationalisation decision.
214 Dominion Road - Mt Eden	26% NBS - Structural engineer report not provided	1	07/11/2019 The property has been through a projected planning process that ended in the environment court last month. We are expecting a consent decision late this year before putting a disposal strategy in place in the first quarter of 2020	Due to this property being earmarked for disposal we do not expect to deliver seismic works for this building. However development proposal is currently being reviewed in the Environment Court. If the development projects doesn't proceed the priority will be increased.	On hold pending future use / rationalisation decision.
39-41 Queens Road - Panmure	15% NBS - Building Portions A, B and C lack sufficiently stiff diaphragms to distribute seismic inertia forces to the in-plane walls. There is a lack of adequate mechanical connectivity between roof structures and perimeter walls. URM infills may not have adequate cavity ties or be adequately confined to withstand earthquake induced face loads. Single leaf brick walls are unrestrained and at risk of collapse when subject to earthquake induced face loads. Portions A, B and C lack sufficient lateral load resisting systems in the transverse direction. Portion A, B and C lack adequate longitudinal lateral load resisting systems along gridline C through the middle of the building. Perimeter and internal URM walls as well as parapets in Portion A and B are at risk of toppling when subject to earthquake induced face loads. Portion D has no transverse walls above the ground floor, which overloads longitudinal RCM walls in the out-of-plane direction. The RCM transverse wall foundation of Portion D is overloaded and is at risk of overturning and bearing failure when subject to seismic loading.	1	25/06/2019 The construction of stage one of the Eastern Busway between Panmure and Pakuranga is due to be completed in 2021 and will involve significant upgrades to local roads and major intersections.	Due to this property being earmarked for demolition we do not expect to deliver seismic works for this building, unless the delivery of the Eastern Busway project is delayed.	On hold pending decision about future project requirement for this site.
21 Princes Street - Auckland Central	31% NBS - Basement foundation upgrades combined with some upgraded bracing in the ground level needed - installation of steel portal frames, replacing some brick foundation walls, diagonal bracing between piles	2	21 Princes Street is a heritage building. Current tenancy is a Childcare provider. Brick walls in basement prone to seismic event.	Childcare centre. Required work is difficult to carry out while centre is operating.	Initial exterior works completed. Remaining works (mainly interior) postponed till 2023 following lease expiry.
23 Princes Street - Auckland Central	25% NBS - Lack of mechanical connectivity between diaphragm structures and load bearing URM/pumice infill walls. Some timber framed walls do not have sufficient strength to resist lateral loads.	2	23 Princes Street is a heritage building. The unreinforced masonry is a high-risk building fabric during seismic events and prone to failure		Works completed.

29 Princes Street - Auckland Central	28% NBS - two unsecured chimneys, high falling hazard risk in current state.	2	29 Princes Street is a heritage building. Current tenancy are Education providers which requires us to ensure a safer environment.		Works completed.
73 Selwyn Road (Shamrock Cottage)	24% NBS - Chimney Strengthening required	2	Café/Restaurant tenancy - strengthening of chimney reduces the highest risk falling hazard in a seismic event	Can be delivered without significant disruption as only the chimney is being strengthened.	Works expected delivery in FY22. Working with tenants to agree timing of the works.
3 Victoria Road - Devonport	25% NBS - Out-of-plane capacity of URM parapet structure was assessed to have a seismic rating of 25% NBS Out-of-plane capacity of URM 230mm thick perimeter walls were assessed to have a seismic rating of 45% NBS Wall to floor/roof diaphragm connection are rated less than 34% NBS Roof level diaphragm is rated less than 34%NBS	2	URM Structural type. Vertical cracking in wall. Parapets are responsible for the 25% NBS rating and restraining them could reduce chance of falling hazards in seismic event	Property currently vacant. If tenanted could run into delivery problems depending on length of lease and type of tenant. Could be alleviated by mentioning to potential tenants that seismic works may need to be carried out.	On hold pending rationalisation decision.
216 Dominion Road - Mt Eden	26% NBS - Structural engineer report not provided	2	07/11/2019 The property has been through a projected planning process that ended in the environment court last month. We are expecting a consent decision late this year before putting a disposal strategy in place in the first quarter of 2020	Due to this property being earmarked for disposal we do not expect to deliver seismic works for this building. However development proposal is currently being reviewed in the Environment Court. If the development projects doesn't proceed the priority will be increased.	On hold pending future use / rationalisation decision.
23 Domain Road - Panmure	20% NBS - Initial seismic assessment only - Concerns about restraints - Risk not considered to be significant	2	25/06/2019 The construction of stage one of the Eastern Busway between Panmure and Pakuranga is due to be completed in 2021 and will involve significant upgrades to local roads and major intersections.	Due to this property being earmarked for demolition we do not expect to deliver seismic works for this building, unless the delivery of the Eastern Busway project is delayed.	On hold pending future use / rationalisation decision.
15-17 St George Street, Papatoetoe	29% NBS - Initial seismic assessment only - Transverse only	2	Rationalisation Stage Oct 2019 - Preparing for sale	Due to this property being earmarked for disposal we do not expect to deliver seismic works for this building unless there is a change in the current plan.	On hold pending future use / rationalisation decision.

225 Great South Road (aka 227 GSR), Papatoetona	30% NBS - Initial seismic assessment only - Transverse only	2	24/09/2018 - Steve Owens advised this site to be retained for long-term park development to provide increased recreation. The proposal as yet is unfunded. Considered for sale also.	Currently this site is considered for sale or long-term park development. Until the future use of the site is clarified, we do not plan to deliver seismic works	On hold pending future use / rationalisation decision.
71-79 Queens Road, Panmure, Auckland	30% NBS - Initial seismic assessment only	2			Recently identified
244 Orakei Road, Remuera, Auckland	30% NBS - Initial seismic assessment only	2			Recently identified

4.1 Pukekohe Development Opportunities.

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

4.2 Eke Panuku regeneration program

This paper has been redacted under the following LGOIMA reasoning:

- *to maintain the effective conduct of public affairs through the free and frank expression of opinions s7(2)(f)(i).*

Decision paper: 24 Upper Municipal Place Onehunga

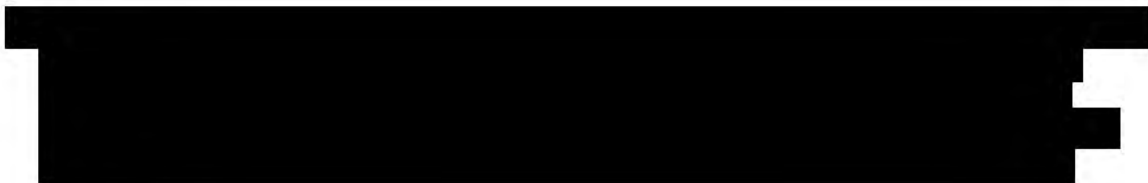
Author: Nicky Pennington, Development Manager

October 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku Board...

a. Approve:



b. Delegate:

- i. authority to the Chief Executive to execute the sale and purchase documentation on terms and conditions generally in accordance with those outlined in this paper.

Whakarāpopototanga matua | Executive summary

1. The property the subject of this sale is held by Eke Panuku for the purposes of urban renewal. The property is currently leased, by a lease in perpetuity, by Eke Panuku to the adjoining landowner. The adjoining landowner wishes to demolish the building that is sited on 24 Upper Municipal and the adjoining landowner's properties and redevelop all the sites. This development would facilitate the urban renewal of 24 Upper Municipal Place Onehunga.
2. The adjoining landowner has applied for resource consent for a development across all of the sites and has already obtained consent and support from the AUDP (Auckland Urban Design Panel) to its proposal. This support from the AUDP supersedes the requirement to obtain Technical Advisory Group (TAG) review of the proposal.
3. An urban renewal assessment has been undertaken by Eke Panuku on the development proposal, which found the proposal met the definition of urban renewal as defined for the Transform Onehunga Regeneration area. This finding was further supported by legal advice obtained by Eke Panuku. Several essential design outcomes that align with the Urban Renewal criteria will be required through the development agreement. The proposal must achieve the following essential design outcomes (see also Appendix 1):
 - a. Land use, density and residential housing choice: Site must be used for a Mixed Use Development predominantly residential or commercial accommodation with retail offering to support it. The development must achieve a minimum of 80 dwellings to support housing choice and population density in walking distance of Onehunga's main street (Onehunga Mall).

- b. Active edges & connections: Primary active edge must be provided on the ground level along Onehunga Mall- this should be predominantly retail or food and beverage. Main entries to the ground floor uses and to the upper level apartments must be provided off Onehunga Mall frontage, and directly off the footpath.
- c. Design quality: Façade treatment on the Onehunga Mall edge must reflect the existing character of the main street. Treatment on the laneway 4 and the treatment on the Upper Municipal place edge must appropriately screen parking and provide some articulation to mitigate blank walls.
- d. Parking and Access: The vehicular parking access and vehicle crossing must maintain a continuous pedestrian footpath on upper municipal place, car parking must be minimised to a ratio of between 0.5-0.9 car parks per unit.



Horopaki | Context

- 5. 24 Upper Municipal Place Onehunga and 26 Upper Municipal Place, Onehunga were, in 1947, acquired by the former Borough of Onehunga for the purposes of a well. 26 Upper Municipal Place, Onehunga, which was the site that the well was located on, was transferred to Watercare Services Limited and subsequently sold by Watercare Services Limited, to the adjoining landowner. 24 Upper Municipal Place Onehunga is approved for disposal subject to the development of the site for urban renewal purposes. A vacant building, which was previously occupied by the Onehunga Workingman's Club, sits over 24 Upper Municipal Place, and its adjoining land holdings 26 Upper Municipal Place, 154, 1/154 and 2/154 Onehunga Mall, Onehunga (See appendix 2 for a context site map).



- 7. LCO has applied for resource consent to develop circa 102 apartments and circa 80 carparks and ground floor retail facing onto Onehunga Mall on 24 Upper Municipal Place, and its adjoining land holdings 26 Upper Municipal Place, 154, 1/154 and 2/154 Onehunga Mall, Onehunga.
- 8. The lease allows LCO, as lessee, to build over the property with the consent of council. However, LCO wishes to acquire the council's freehold interest in 24 Upper Municipal Place, Onehunga to enable the aforesaid development and to facilitate the urban renewal

and essential outcomes sought by Eke Panuku. The development as proposed could proceed under the current leasehold arrangements with council's approval, as lessor. However, this option is not considered practical due to complications and protracted time delays for the developer and a messy title arrangement for the end purchasers. This would also reduce council's ability to influence essential outcomes across the balance of the site and development. LCO's proposal to predominantly build housing on this site is consistent with the goals, strategic moves, and outcomes of the HLPP for Transform Onehunga.

Previous board decisions		
Date and meeting	Document	Decision / Outcome
26 May 2021	Board decision paper	Approved the recommendation of the Finance and Performance Committee that 24 Upper Municipal Place, Onehunga is surplus to council service requirements and should be divested

Matapaki | Discussion

9. Eke Panuku's Selecting Development Partners Policy includes processes to facilitate private sector agreements to develop land. Section 4.2 of the policy outlines the allowable circumstances to deal exclusively with one development party directly without going to the market. The policy allows Eke Panuku to engage directly with an adjacent landowner to enable effective strategic partnerships involving sales to achieve shared objectives, including development at pace and scale. Section 4.3 of Eke Panuku selecting development partner's policy provides expectations which must be met when dealing exclusively with a strategic partner. The expectations include outcomes achieved, valuation can be agreed, it is a quality party, shareholder and stakeholder expectations can be managed, and other Eke Panuku policies and processes have been met.
10. A building up to 27m is allowed under the zoning for this site, namely business town centre. LCO has actively marketed the development and has conditionally pre-sold sufficient apartments to reach its threshold to progress to consents and financing. LCO proposes to build to 7 levels; 102 apartments over 6 levels, one and a half levels of car and bike parking; 85 carparks and 110 bike parks, and half a floor of ground level retail fronting Onehunga Mall. LCO has a proven track record as a developer in both Onehunga and other Auckland areas.
11. The development proposal is at the final stages of resource consent by Auckland Council. As part of this consent process, the proposal was also reviewed by the Auckland Urban Design Panel and it received support subject to some changes. These changes were made, and then the Eke Panuku design team reviewed the development proposal. The Eke Panuku design team has determined that, given the processes already followed and the positive contribution the development makes to the Transform Onehunga

programme, this development does not require an additional review by TAG. The essential outcomes and urban renewal requirements are attached as appendix 1.

12. Eke Panuku executive suggest that mandating Homestar 6 as an essential outcome for this divestment is not required. The main reason for this relates to Eke Panuku's small landholding interest, circa 15-20% of the overall site to be developed. Also, an assessment by the Eke Panuku design team notes the development proposal incorporates other favourable features that will result in a good urban outcome in line with the Transform programme objectives. These features have been captured within the essential outcomes.
13. If Eke Panuku was to take this property to market, it would be required to sell this property subject to the leasehold interest. In this case, Eke Panuku would not be able to divest of this property for the purposes of urban renewal nor meet its essential outcomes or strategic goals.

Hīraunga | Implications

14. This section outlines all relevant implications for Eke Panuku.

Ngā ritenga ā-pūtea | Financial implications



Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

16. There will be provisions in the agreement to mitigate against the developer failing to complete the development and as part of the development the freehold title for 24 Upper Municipal Place has been merged with the adjoining land parcels and not able to be transferred back to Eke Panuku.
17. There will be provisions in the development agreement to mitigate against the developer failing to complete the development and urban renewal outcomes not being delivered triggering offer back obligations under the Public Works Act 1981.

Tauākī whakaaweawe Māori | Māori impact

18. Mana Whenua will not be offered an opportunity to engage in this project. Eke Panuku will explain to Mana Whenua why it is selecting another party, as it is the best way to achieve the desired urban renewal objectives.

Ngā whakaaweawe rauemi | Resourcing impacts

19. The project will be resourced by a Development Manager, Portfolio Specialist, Urban Designer, and a representative from the Stakeholder Engagement team, and the Maori Outcomes team.

Ngā koringa ā-muri | Next steps

20. The steps and timeframes to implement the decision are proposed as follows:

Eke Panuku Board approval	October 2021
Signed development agreement with LCO Municipal Limited	November 2021
Unconditional development agreement	30 June 2022
Settlement by:	August 2022

Ngā kaihaina | Signatories

Richard Taylor, Priority Location Director - Isthmus

Ian Wheeler, Chief Operating Officer

Allan Young, GM Development

David Rankin, Chief Executive

Appendix 1: Essential Design Outcomes and Guidelines

The following design must be achieved in the proposal.

These outcomes and guidelines do not encompass detailed aspects that are otherwise covered through planning consent requirements.

Other outcomes and terms that relate to management or other specific aspects of a site may be required and provided within the Development Agreement.

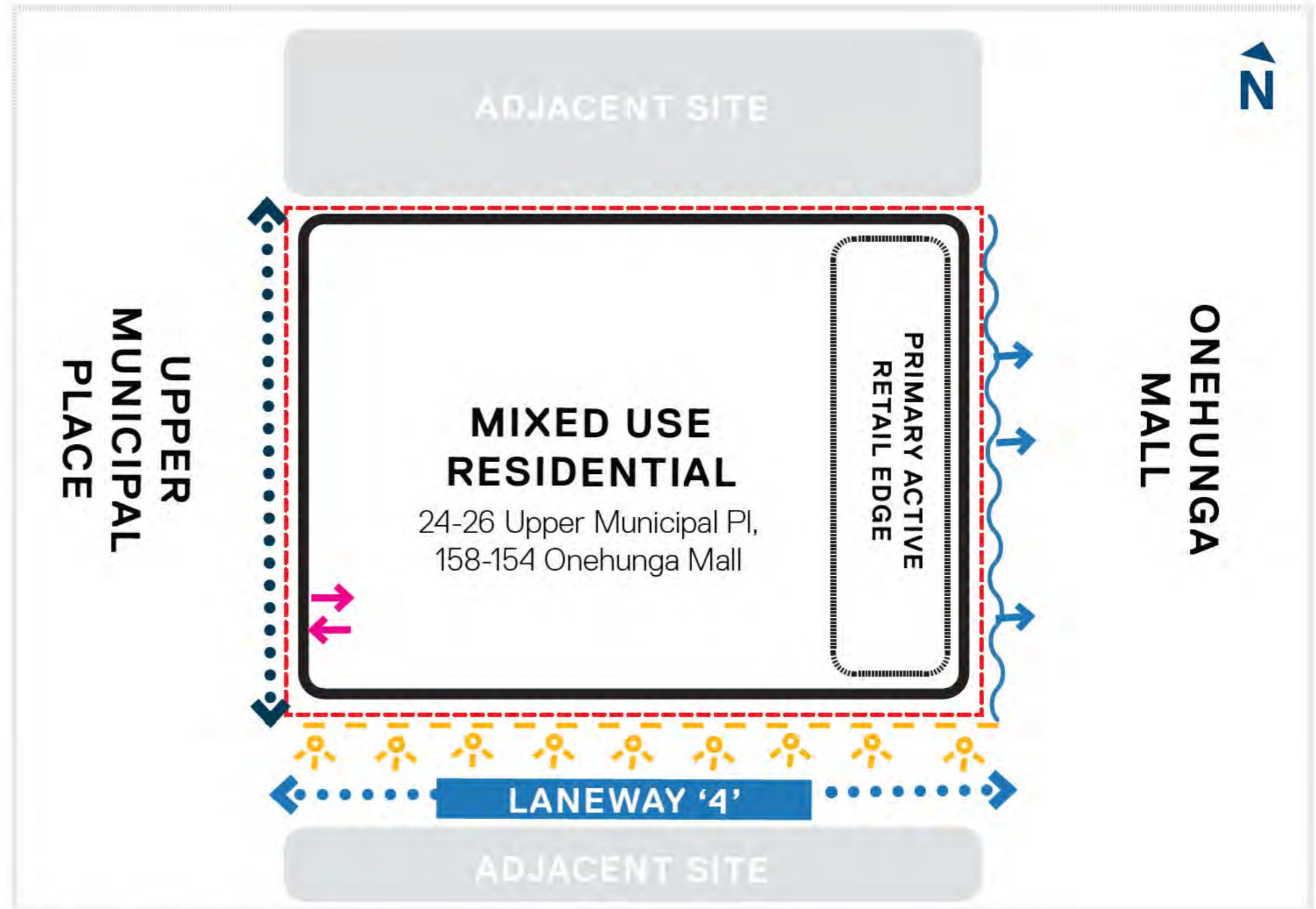
The proposal must achieve the following essential design outcomes:

- 1. Land use, density and residential housing choice:** Site must be used for a Mixed Use Development (Predominantly residential or commercial accommodation with retail offering to support it). The development must achieve a minimum of 80 dwellings to support housing choice and population density in walking distance of Onehunga's main street (Onehunga Mall).
- 2. Active edges & connections:** Primary active edge must be provided on the ground level along Onehunga Mall- this should be predominantly retail or food and beverage. Main entries to the ground floor uses and to the upper level apartments must be provided off Onehunga mall frontage, and directly off the footpath.
- 3. Design quality:** Façade treatment on the Onehunga Mall edge must reflect the existing character of the main street, treatment on the laneway 4 and the treatment on the Upper Municipal place edge must appropriately screen parking and provide some articulation to mitigate blank walls.
- 4. Parking and Access:** The vehicular parking access and vehicle crossing must maintain a continuous pedestrian footpath on upper municipal place, car parking must be minimised to a ratio of between 0.5-0.9 car parks per unit.

Guidelines:

Secondary active edge: should be provided along "laneway 4" and Upper Municipal Place frontages. It should include active uses, secondary pedestrian entries, and building lighting. The lighting to the laneway should meet AT Lighting Guidelines.

Upper level balconies: and windows should overlook the laneway easement and the Upper Municipal Place to provide passive surveillance/oversight of these public spaces.



24 Upper Municipal Place, Onehunga

LEGEND

- Site boundary
- ~ Primary Active Edge
- Secondary Active Edge
- Continuous pedestrian footpath on back edge
- ☀ Wall mounted down lighting of laneway
- ➔ Preferred Vehicle Crossing Point

Appendix 2: Contextual Site Map 24-26 Upper Municipal Pl, 158-154 Onehunga Mall



 Sites owned by Eke Panuku/
Auckland Council

 Proposal Boundary



ONEHUNGA TRAIN STATION



Decision paper: Go to Market Strategy for The Airfields Hobsonville - Lots 5 B, 6 A, 6 B and 6C

Authors: Allan Young GM Development & Pete Johnston, Development Manager

October 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

[REDACTED]

- b. Delegates authority to the Chief Executive to select a preferred party and execute the required documentation to sell Lot 6C based on the following key terms:

- i. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- d. Approve the sale of Lots 5B,6A and 6B through an open market site sale process.
- e. Notes that as part of the evaluation criteria to select preferred parties a weighting for mana whenua outcomes will be incorporated into the non-price attributes.
- f. Delegates authority to the Chief Executive to select a preferred party and execute the required documentation to sell Lots 5B, 6A and 6B on the following key terms:

- i. [REDACTED]

- g. Notes that the essential outcomes for Lot 5B are
 - i. Lot 5B to be developed for residential purposes at a density between 40 and 150 dwellings per hectare of a high-quality built form with a Homestar 6 rating.
 - ii. Design is subject to the Hobsonville Design Review Panel review.
 - iii. Development must address the 3 road frontages with the footpath to Waka Moana Drive to be constructed and car parking to be behind buildings or broken up to not negatively impact on the roads.

- [REDACTED]
- h. Notes that the essential outcomes for Lot 6 A are

- i. To be developed for a mix of residential typologies residential at a density between 40 and 150 dwellings per hectare of high-quality built form with a Homestar 6 rating.
- ii. The re-use of the historic Wasp Hangar building for commercial/retail type uses to help facilitate employment opportunities.
- iii. Buildings will not be allowed to exceed 11m in height and must present well to the main Launch Road frontage with the Hobsonville Design Review Panel to approve all design.

- [REDACTED]
- i. Notes that the essential outcomes for Lot 6B are

- i. To be developed for residential purposes at a density between 40 and 150 dwellings per hectare of high-quality built form with a Homestar 6 rating.
- ii. Design is subject to the Hobsonville Design Review Panel review.
- iii. The YDL warehouse must be removed to facilitate cohesive residential development between adjoining lot 6A with strict adherence to the 11m height limit and a range of residential typologies.

Whakarāpopototanga matua | Executive summary

1. Lots 5B, 6A, 6B and 6C are the last remaining lots to be sold in The Airfields, Hobsonville.



3. As part of the wider master plan for the Airfields Lots 5 and 6 were seen as having some ability to act as an employment precinct to encourage employment opportunities in the wider Hobsonville area.
4. It was always acknowledged that the commercial reality of delivering an employment precinct was always challenging given.
 - the location at the end of a peninsula
 - the underlying residential zoning of mixed housing urban with Lot 5B having a mix of mixed housing urban and THAB zoning over part of the Lot. An employment precinct would have required a plan change to facilitate wider employment opportunities.
 - Independent advice received from Colliers showing that any employment opportunities were likely to be from small to medium businesses which would not require the total land area provided by Lots 5 and 6 combined. Larger employers seeking a campus type environment would require better public transport links and a clear ability to expand over time which is not available given we could only offer Lots 5 and 6. Overseas examples of employment precincts were also investigated. These showed that in most cases the land value was subsidised which was commercially unpalatable for Eke Panuku given the need to generate a return on the sale of the Lots for Council.
5. Lot 6 is contained in two titles, 6A and 6B.
6. Lot 6A is approximately 1.4 hectares and contains the Wasp Hangar which is 1750 sqm in size. The Wasp Hangar is classified as a notable building and has a specific zoning overlay which encourages the adaptive reuse of the hangar and allows as permitted activities any retail, office, commercial service, entertainment recreational or community use.
7. Given the zoning of the Wasp Hangar it is an opportunity to continue seeking the outcome of employment at Hobsonville Point. The Essential Design Outcomes confirm Eke Panuku's desire to encourage employment and for this to be focused on the Wasp Hangar and surrounding site. This enables Eke Panuku to achieve as best practicable the employment aspirations which has been sought. It does however involve a probable value trade off.
8. Eke Panuku has spent \$2.4m in removing asbestos, re-roofing and painting the Wasp Hangar. It also requires seismic upgrading and is effectively a shell requiring full refurbishment. The Wasp Hangar has been seen as focal point for The Airfield's

development given its character and central location on Launch Road the main throughfare for this area in Hobsonville Point.

9. The Wasp Hangar and part of the surrounding site is a logical area to encourage some forms of employment and act as a meeting point for the community. There has been and continues to be strong interest from the Local Board and wider community as to the future of the building. Eke Panuku has consistently confirmed that the building fabric is to be retained and that adaptive reuse with a public area fronting the Hangar is encouraged.

[REDACTED]

11. Lot 6B is approximately 1.6 hectares and contains the Yachting Developments Limited (YDL) warehouse. A condition of sale is the demolition of the warehouse to enable residential development.

[REDACTED]

13. Lot 5B is approximately 1 hectare and is adjacent to a new proposed school and will be sold for residential purposes.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Horopaki | Context

- 20. In July 2016 Eke Panuku and Kainga Ora (then Hobsonville Land Company) entered into a Development Agreement which amalgamated several legacy agreements relating to the Unlock Hobsonville 20ha programme incorporating an agreed 14/6 masterplan (14ha residential and 6ha employment precinct).
- 21. The 14ha residential component has been sold to AV Jennings and Avanda and is currently being developed into a mix of housing typologies. AV Jennings has completed 102 homes and Avanda is developing 510 homes on the remainder of this 14ha. Avanda has completed 8 homes, has 69 under construction with a further 68 consented with civil works underway.

[REDACTED]

- 23. Previous Eke Panuku Board and Auckland Council engagement and decisions are outlined in the table which follows

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

16 August 2016	Information Paper	It was noted that there are 2 options; 1. Sell the land as one lot and 2. Sell the sites as 3 Megalots.
12 July 2016 - Panuku Board	Decision Paper	Approval to enter into Development Agreement with HLC for roads C&F and bulk earthworks.
25 May 2016 - Panuku Board	Decision Paper	Selecting development partners policy approved.
12 April 2016	Finance and Performance Committee	Approval to dispose of the Hobsonville land with final terms & conditions to be approved under delegated authority.
12 November 2015	Auckland Development Committee	It was agreed the 14/6 Masterplan be adopted.
7 July 2015	Auckland Development Committee	The ADC resolved to allow time for a viable proposal for a screen precinct to be developed. If not secured by 31/10/2013 and approved at the Nov 2015 ADC meeting, the 14/6 Masterplan for the 20ha Hobsonville Point block would be adopted by Council.

Nga whiringa me te taatai | Options and analysis



Ngā ritenga ā-pūtea | Financial and resourcing impacts

25. There is sufficient capacity within Eke Panuku to resource the proposed sales process.

[REDACTED]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

27. It is expected that there will be good levels of interest from the open market for the Lots and a full market process will ensure full value discovery.

Tauākī whakaaweawe Māori | Māori impacts

28. Eke Panuku will engage with Mana Whenua, provide early notice of the sale and incorporate a weighting in the evaluation process for selecting successful parties for mana whenua outcomes. This general issue is scheduled for discussion at our planned strategy day.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

30. The GM Development will continue to update the local board on the sale of this land.

Tauākī whakaaweawe āhuarangi | Environment and climate change impacts

31. The adoption of Homestar 6 for the residential homes as an essential outcome, supports the reduction of climate change impacts.

Ngā koringa ā-muri | Next steps

32. The steps and timeframes proposed to progress the decision are as follows:

- October 2021 Board approval.

[Redacted]

Ngā tāpirihanga | Attachments

[Redacted]

Ngā kaihaina | Signatories

Allan Young, GM Development

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive

4.5 Whitford Quarry Commercial Agreement

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely unreasonably to prejudice the commercial position of a third party s7(2)(b)(ii).*

Decision paper: Go to Market strategy - Te Wharau o Horotiu Bledisloe House, 24 Wellesley Street Auckland

Author: Grant Massey, Development Manager

October 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku Board

- a. Approves the divestment of Te Wharau o Horotiu Bledisloe House at 24 Wellesley Street, Auckland being (Lot 1, DP200298; Lot 2 DP200298; Lot 16 DP21520; Lot 17 DP21520; contained in CT 128C/83) by way of a 125-year lease with MRCB Australia Pty Ltd, and if unsuccessful, through an open market sale process.
- b. Delegates authority to the Chief Executive to select a preferred party and execute the required documentation to lease the property based on the following key terms:



- ii. The development is integrated with Aotea Station and Aotea Quarter
 - iii. The heritage status Category B of Bledisloe House is protected
- c. Notes the following essential outcomes summarised below as supported by the design guidelines attached.
 - i. The ground floor of the building has active frontages to both the east and west faces and provides a through-site link
 - ii. The mana whenua cultural narrative for the Aotea Over Station Development laneway is continued to the west face of Bledisloe House.
 - d. Notes that \$10 million of the proceeds of sale of Bledisloe House will be reinvested into the Council Corporate Accommodation network to fund the relocation of Auckland Emergency Management, the Service Centre and other enabling works at Te Wharau o Tamaki Auckland House.
 - e. Notes that Auckland Council Finance and Performance Committee approved 125 year ground lease subject to
 - that any development is integrated with Aotea Station and Aotea Quarter and the heritage status of Bledisloe House is protected
 - the satisfactory completion of all required statutory processes; and
 - approval of the final terms and conditions by the Eke Panuku Board

[REDACTED]

- in the event, exclusive negotiations with MCRB Australian, Aotea Holding Company Pty Ltd are unable to be concluded, request Eke Panuku lead a competitive market process for a long-term lease and development agreement for Bledisloe House.

Whakarāpopototanga matua | Executive summary

1. Te Wharau o Horotiu Bledisloe House is now surplus to council requirements.
2. Built in the late 1950's Te Wharau o Horotiu Bledisloe House is a category B Heritage scheduled building. A heritage conservation assessment has been completed and it identified that the exterior appearance of the building is to be retained.
3. Maintaining the heritage characteristics of Bledisloe House will be achieved via the development agreement and the involvement of council's Heritage Team in the development agreement process. Long term protection will be achieved through incorporation in the lease.

[REDACTED]

[REDACTED]

6. Eke Panuku has developed Essential Outcomes and Design Guidelines (Attachment One) which sets out the outcomes sought which include the heritage protection, integration with the western laneway, a through-site link and activation of 75% of the ground floor. This incorporates the councils required outcomes.

Horopaki | Context

7. MRCB is our development partner for the adjacent Aotea over-station development in which the following development outcomes were agreed
 - optimise integration with Aotea Station, CRL and Bledisloe House
 - help build the Aotea Quarter as a vibrant and sustainable precinct that delivers the strong placemaking objectives of the Aotea Quarter Framework.
8. Negotiating directly with MRCB is an opportunity for an integrated development of Te Wharau o Horotiu Bledisloe House with Aotea Station, the City Rail Link (CRL) and the over-station development. The combined development supports the strong placemaking objectives of the Aotea Quarter Framework.

9. Providing MRCB with an exclusive opportunity for a long-term lease for Te Wharau o Horotiu Bledisloe House, maximises the opportunity for an integrated development and minimises future disruption.
10. In the event that the negotiation with MRCB is not successful, the property will be progressed through an open market process. A two-stage process will be undertaken with an EOI to select the most appropriate parties to contend in an RFP. The EOI will select parties that are most likely to complete an agreement based on financial bona fides and compliance with the Essential Outcomes.

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

Nga whiringa me te taatai | Options and analysis

12. The Finance and Performance Committee has requested that Eke Panuku Board lead a process to negotiate a long-term lease and development agreement with MRCB (over-station development partner) on an exclusive basis to enable integration of Te Wharau o Horotiu Bledisloe House with Aotea Station and the Aotea Quarter. Further, it requested the Eke Panuku Board lead a competitive open market process for a long-term lease and development agreement for Te Wharau o Horotiu Bledisloe House in the event acceptable lease and development terms cannot be agreed with MRCB.

Kua whakaarohia nga whiringa | Options considered

13. The Finance and Performance Committee considered four options for Te Wharau o Horotiu Bledisloe House prior to inclusion in the 10-year budget consultation. The agreed option, which was consulted on, was for divestment by a long-term (125 years) lease.

Ngā ritenga ā-pūtea | Financial and resourcing impacts

14. The project is internally resourced by a Development Manager, a Portfolio Specialist, a Planner, an Urban Designer, and a Community and Stakeholder Engagement Advisor.

[REDACTED]

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

Risk	Mitigation
MRCB's offer may be sub optimal	Should we not reach agreement with MRCB we will take the property to the open market on the same terms.

<p>The heritage status of building may not be carefully managed</p>	<p>This will be achieved by development agreement conditions that will be included in the lease preventing any modifications to the exterior of the building without council's heritage department written approval.</p>
<p>Auckland Emergency Management (AEM) are located at Te Wharau o Horotiu Bledisloe House, but this location no longer meets AEM operational requirements. AEM require new fit for purpose premises which are yet to be sourced. Any delay in it vacating the building could have a significant financial impact</p>	<p>A two-year settlement is proposed for the lease together with a hold over provision to mitigate penalties.</p>
<p>The building integration with the laneway is dependent on the completion of the CRLL project and Aotea Over station development (OSD).</p>	<p>Mitigation is not required for MRCB as they will be controlling the OSD however if third party is introduced this could have a financial impact.</p>

Tauākī whakaaweawe Māori | Māori impacts

16. Te Wharau o Horotiu Bledisloe House, built in the late 1950's, is a category B heritage scheduled building due to its historic context and external design attributes. This does not provide a lot of opportunity for the introduction of cultural expression in the building.
17. MRCB's proposed design for the adjacent over-station development addresses the Māori Design Guidelines, He Kaupapa principles. The over-station development agreement outlines requirements for continued iwi consultation which will be extended to include Bledisloe House. MRCB has had several hui with mana whenua and is establishing a cultural narrative that will extend to the ground floor of Bledisloe House.
18. Provision will be made in the development agreement for the development partner to provide employment and sub-contract procurement opportunities. This may include sourcing of aspects of the project from mana whenua authorities or Māori businesses.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

19. Eke Panuku will lead the development disposal process on behalf of Auckland Council in line with the Finance and Performance Committee resolution.
20. The Executive is working closely with council's Heritage Team to ensure that the heritage status is protected and maintained throughout the development.
21. The Waitematā Local Board support the proposal of a long-term lease agreement for Bledisloe House to achieve better precinct integration and activation of the space. No other local boards expressed any views or preferences on the proposal.

Takako whakaaweawe āhuarangi | Environment and climate change impacts

22. Te Wharau o Horotiu Bledisloe House is an old building requiring significant renewal expenditure. It is relatively inefficient in respect of water use, emissions, and energy efficiency which a high standard re-development would improve.
23. In terms of council's emissions targets, further consolidating its office portfolio by consolidating staff to Auckland House and divesting Bledisloe House would result in an additional 10% improvement in energy efficiency and reduction in water use in the office portfolio.
24. A future development agreement will include minimum environmental standards. Commercial and retail development should achieve a minimum 5 Green Star rating certification and residential development should achieve a minimum 6 Homestar rating certification.
25. The development partner will be expected to have best practice construction and demolition waste management and procurement practices to reduce waste and maximise carbon reduction.

Ngā koringa ā-muri | Next steps

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Ngā tāpirihanga | Attachments

Attachment A - Essential Outcomes and Design Brief

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

Allan Young, GM Development

David Rankin, Chief Executive

Bledisloe House

24 Wellesley Street West, Auckland

Essential Outcomes and Design
Guidelines - Rev A

August, 2021

FINAL DRAFT

Contents

This document has been prepared to help shape design responses and to identify the essential outcomes, guidelines and design review process that will form part of Eke Panuku's Development Agreement with the selected development partner.

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Introduction

The site at 24 Wellesley Street West (Bledisloe House) is owned by Auckland Council and has been declared surplus to councils corporate accommodation requirements.

Auckland Council's Corporate Property team has developed a Corporate Property Portfolio Strategy which seeks to contribute to a more efficient and operationally effective corporate property network. They identified that Bledisloe House was surplus to council's corporate accommodation requirements and was no longer required for the corporate property network. The site is not part of an Eke Panuku 'Unlock' or 'Transform' programme, however Eke Panuku are managing the site sale on behalf of Council.

This document encapsulates the main elements and constraints of the site and Eke Panuku expectations based on our research and understanding of feasibility.

Bledisloe House was originally designed to be the home of central government in Auckland. The Departmental Building, as it was then known, was part of a larger masterplan developed by central government and Auckland City Council to create a civic administration centre in central Auckland which would house local and central government staff. The building continued to be used by a variety of government departments until 1994, when the property was purchased by Auckland City Council.

Bledisloe House is located in the heart of the Aotea Quarter, which is the civic, arts, and cultural heart for the people of Tāmaki Makaurau – Auckland. The also site adjoins the CRL Aotea Station (opening in 2024) which is predicted to become Auckland's busiest station. The planned Wellesley Street bus boulevard proposes a high frequency shuttle service to east/west destinations like the Wynyard and Learning Quarters.

Bledisloe House is an example of European Modernism. The building is rectilinear in form and is oriented north to south on the site. It is extensively glazed and its exterior window fins or sunscreens were design to both control light and glare. The north and south elevations are composed of aggregate panels that include blue, reddish brown, white and honey-coloured stone chips. The building is constructed of reinforced concrete column and beam construction. Artist Guy Ngan was commissioned to create a mural for the penthouse of the Bledisloe Building in 1956. The sculpture is constructed of glass mosaic tiles.

Bledisloe House has a Historic Heritage and Special Character: Historic Heritage Overlay Extent of Place in the Auckland Unitary Plan.



View of Bledisloe Lane



North profile of Guy Ngan's Bledisloe House penthouse frieze, 1956

The Context

The Aotea Quarter is the civic, arts, and cultural heart for the people of Tāmaki Makaurau – Auckland.

The Aotea Quarter comprises of Aotea Square, the surrounding cluster of arts, cultural and civic facilities and, a number of inner city mixed use neighbourhoods. Auckland Council has plans, projects and initiatives underway in the Aotea precinct including:

- Aotea Quarter Framework
- City Centre Masterplan
- Wellesley Street Bus Improvements
- Aotea Precinct Plan

The key outcomes identified in the Aotea Quarter Framework are:

- Outcome 1: A Civic and Cultural Heart The quarter core as the enduring home for the arts, culture, entertainment and civic life, creating a unique destination.
- Outcome 2: Transport-Enabled Development A public transport node that improves accessibility supports growth and enables high-quality development.
- Outcome 3: Supporting Neighbourhoods Liveable, vibrant and diverse inner-city neighbourhoods engaging and supporting the quarter core.
- Outcome 4: Sustainable and Cultural Showcase Spaces and buildings that lead and showcase Auckland's drive for sustainability, and celebrate its unique cultural identity through the Te Aranga Māori design principles.

The full document can be found at:

<https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/place-based-plans/Pages/aotea-quarter-framework.aspx>

The key outcomes identified in the City Centre Masterplan are:

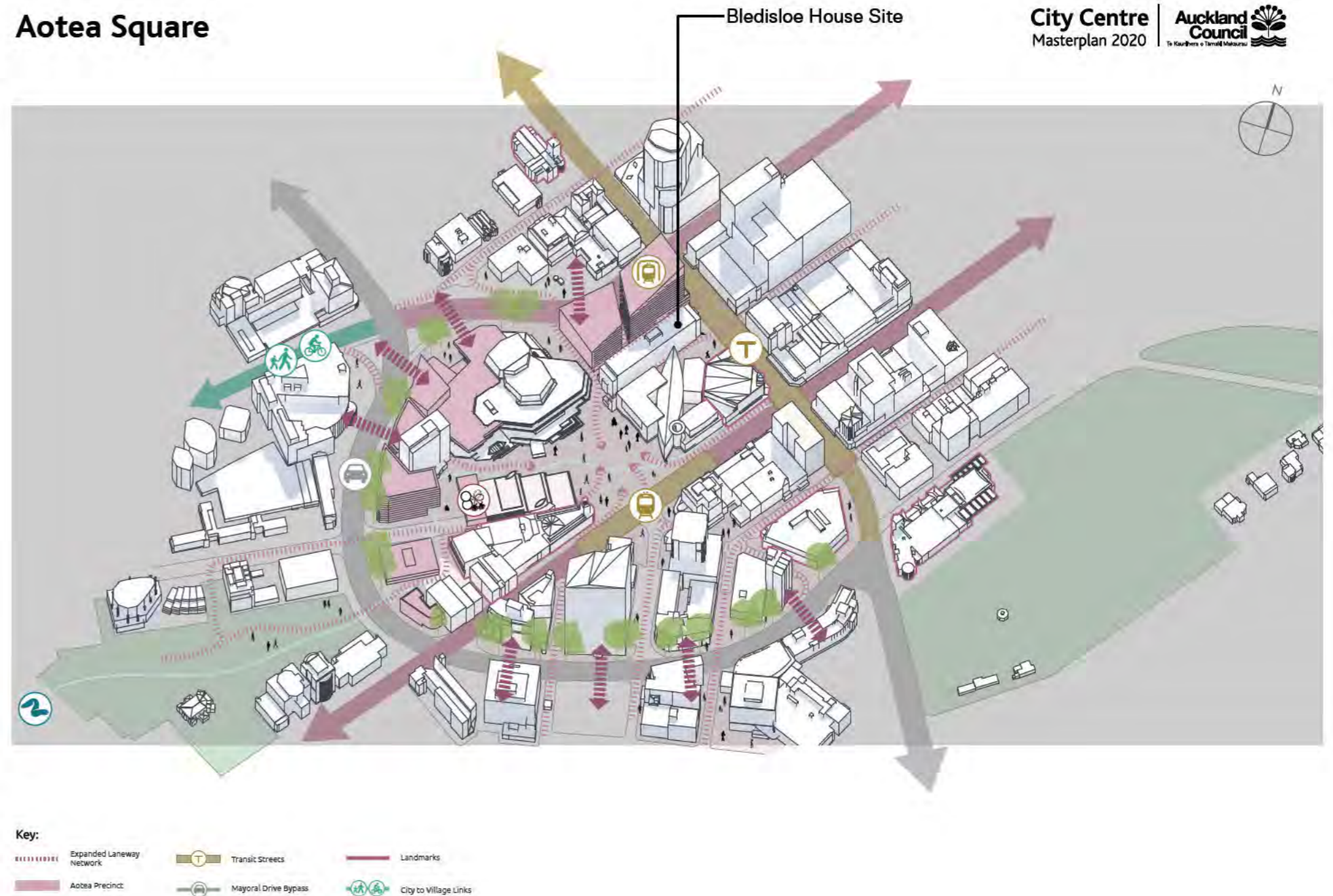
The City Centre Masterplan anticipates the area around Aotea Square will undergo a major urban transformation during the life of the masterplan. Transport investment in the area will drive greatly increased pedestrian flows through an expanded network of public space and laneways converging on Aotea Square.

New development opportunities including overbuild development above Aotea Station, a redeveloped and expanded Aotea Centre and the Civic Quarter development will redefine the western edge of Aotea Square and add significant activity and public life to the area.

The full document can be found at:

<https://www.aucklandccmp.co.nz/opportunities/aotea-quarter-leveraging-public-transport-investment/>

Aotea Square



City Centre Masterplan 2020 | Auckland Council

The Site

The site is located in the Aotea Quarter in the Auckland City Centre. It is bounded by Wellesley Street West, Bledisloe Lane, Aotea Square and the proposed Aotea CRL Overstation Development. The site currently contains an eleven storey commercial building, basement carparking and a public pedestrian laneway.

Site area: 2,955 sqm (including Bledisloe Lane and existing building)

Unitary Plan Zoning: Business - City Centre Zone.

Precinct: Arts, Civic and Entertainment sub-precinct A, Sub-precinct.

Overlays: Historic Heritage and Special Character: Historic Heritage Overlay Extent of Place [rcp/dp] - 2730, Bledisloe House

Controls: Vehicle Access Restriction Control - General.

Opportunities:

- Existing eleven storey office building which can be refurbished for multiple uses.
- Ideally located for public transport - adjacent to the new CRL Aotea Station and Wellesley Street bus services.
- Central location within the Arts and Entertainment precinct and one block from Queen Street.
- Integration of development with new laneway to Aotea Overstation Development.
- Located on a key City Centre street / main pedestrian activity area.
- To develop direct relationships with mana whenua that contribute to and improve design outcomes and potential commercial partnerships.

Constraints:

- Historic heritage restrictions and key features to be restored or replaced like-for-like.
- Access and Servicing from Mayoral Drive.
- Environmental factors such as wind and daylight to east and west elevations and laneways.
- Levels of proposed new laneway to integrate with Bledisloe House
- Potential buildability and access issues due to constrained nature of the building site

COMMERCIAL IN CONFIDENCE



Essential Outcomes

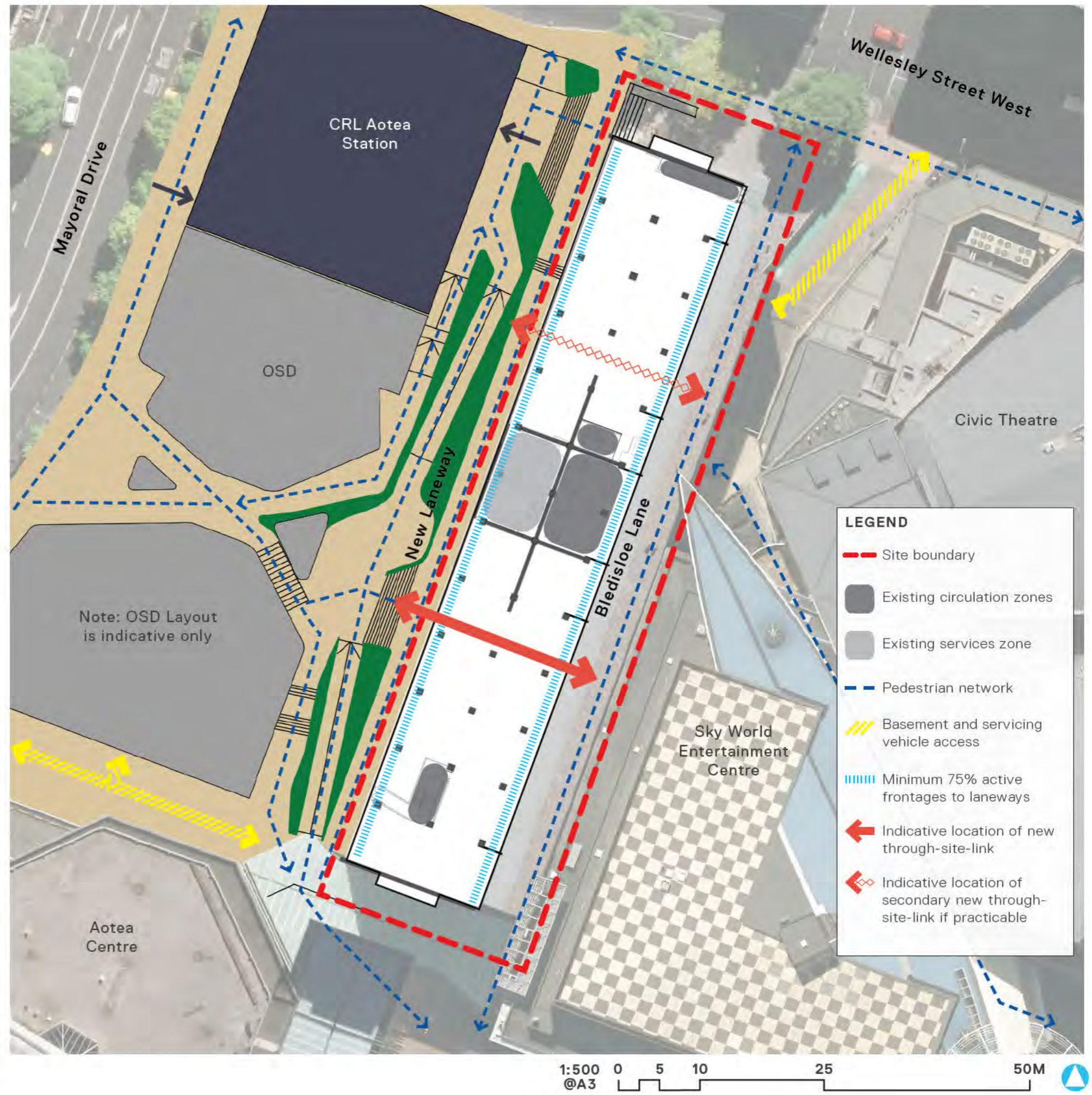
The following Essential Outcomes must be achieved in the proposal. These outcomes should be read in conjunction with the Design Guidelines and Design Review sections over the page.

These outcomes and guidelines do not encompass detailed aspects that are otherwise covered through planning consent requirements.

Other outcomes that relate to management or other specific aspects of a site may be required and provided within the Development Agreement.

Essential Outcomes:

- 1. Implementing the Plan:** Ensure the development supports Aotea Quarter Framework vision including the Quarter-wide Development Principles and the Quarter Core Design Prompts.
- 2. Restore the Heritage Values of the Building:** Development is required to restore or replace like-for-like the exterior glazing system and the original exterior window fins/sunscreenes. The development is required to retain (and restore if required) the green stone feature columns to Bledisloe Lane, the exposed aggregate north/south facade panels, the glass mosaic artwork to the lift core on the roof and the stone sculptures to the plaza on Wellesley Street West.
- 3. Integration with new Laneway:** The new laneway to the west allows for level access to at least 75% of the western edge of Bledisloe House. Development of Bledisloe House should be integrated with the CRL OSD proposal and the new laneway.
Note: OSD Layout is indicative only
- 4. Active Frontages:** Demonstrate a minimum of 75% active frontage along Bledisloe Lane and the new laneway. Active frontages could include retail and food and beverage type uses, lobbies and entrances, and occupied spaces such as offices or communal areas.
- 5. Pedestrian Route:** A through-site pedestrian link from the new laneway/OSD to Bledisloe Lane must be incorporated. The location of the through-site-link should align with key pedestrian desire lines and should be a minimum of 4m wide designed for Universal Access. CPTED principles must be considered and the link should be well lit, activated internally on both sides and appear open and inviting.
- 6. Sustainability:** Greenstar 5 should be targeted and a document that outlines the sustainability improvements and measures that will be undertaken for any new development must be provided.
- 7. Design review:** Designs must be presented to Eke Panuku for review, with approval before lodging for Resource Consent and Building Consent. A suitability qualified or experienced design professional must be engaged to undertake the design. The level of quality of the proposed design will be reviewed and confirmed by Eke Panuku Design team and at the independent design panel Technical Advisory Group.



Design Guidelines

This Design Guidelines section further explains some ways to achieve the preceding Essential Outcomes.

Contextually Responsive

- Development should consider the challenges and opportunities of the site - and is specifically designed to fit the context. The site is adjacent to the future CRL Aotea Station, which is expected to be New Zealand's busiest train station. Future development on the neighbouring sites, whether planned or potential should be taken into account.
- The design proposal should include a context analysis and design response, drawing on the work that has been undertaken in the Aotea Quarter Framework Plan and the City Centre Masterplan. Key to this will be demonstrating how the development delivers on the relevant outcomes identified within these documents.
- The development should consider how the design adds to creating a consistent sense of place for the area. This could include recent and upcoming building developments and landscape upgrades in the immediate area, alongside the application of Māori design principles in consultation with mana whenua. We encourage early engagement with mana whenua to understand their values, principles and aspirations to help shape the built environment and create distinctive outcomes.

Existing Bledisloe House Building

- The existing building is of considerable heritage value. Key architectural features that are of very high heritage value include the grid structure and glazing system to the East and West elevations, the stone panels to the North and South elevations and the mural to the lift core on the roof. All of these features should be retained or sympathetically replaced like-for-like, with specific interest in the materiality, profile, depth, colour and shape of any replaced components.
- Refer to heritage report prepared by Plan.Heritage dated 30 August 2021 for further information on the key architectural features that should be retained or restored.
- There could be an opportunity to enclose the external roof terraces with a sympathetically designed, light-weight glass structure. A suitable use for this would be F&B or similar.
- The external blue sun shades to the East and West façades were not part of the original design. These can be removed and do not need to be repaired or reinstated for any future development proposal.
- Eke Panuku encourages the developer to investigate an opportunity to keep the character of the existing building through renovation or reuse of some internal building elements, such as the lift lobby, the safe rooms and staircases. If retaining all or part of the existing character internal features, the proposal should demonstrate how the refurbished building and new additions are read as a comprehensive whole.

Note 1: Eke Panuku uses the Auckland Design Manual as a reference document to guide design quality.
<http://www.aucklanddesignmanual.co.nz/>

Active street edges

- It is very important that the development delivers a successful edge to Bledisloe Lane and the new laneway. This will need to be fine grained, vibrant and busy. Shelter from wind and rain should also be considered.
- The ground floor must include active uses, preferably retail /food and beverage or any uses that can allow some level of visibility of the activities inside the building through a glazed facade. Ensure public entrances to the building and any individual ground-floor tenancies have a legible connection with the street/laneway.
- The design should consider CPTED principles and an integrated lighting design should be developed to ensure the laneways are well-lit at all hours.
- Demonstrate best practice universal design where practicable in the building.

Mix of Uses

- A commercial/office led development with ground floor retail and food and beverage (F&B) is strongly preferable. Alternatively, a hospitality/hotel development would be suitable for the site.
- Careful consideration would need to be taken if a residential accommodation development is proposed due to potentially constrained outlook opportunities available on the site.

Environmental response

- Any proposed residential living should achieve a Homestar 6 rating (certified by NZGBC). Eke Panuku Corporate Responsibility Team can assist in achieving a Homestar 6 rating through the use of the Eke Panuku Homestar checklist.
- It is encouraged to seek Green Star 5 rating or equivalent for the building. Analysis and exploration of alternative sustainability features should be undertaken where the existing heritage features or restrictions make reaching the Green Star 5 target prohibitive.

Servicing

- Servicing for refuse, deliveries and emergency services should occur off Mayoral Drive. No large or heavy vehicles can be accommodated on Bledisloe Lane.

Design Review

Collaboration with Eke Panuku

1. Eke Panuku seek to work collaboratively with development partners and mana whenua. We suggest a collaborative process around design and development to enable a productive and open dialogue on site outcomes from inception through to resource consent stage.
2. A complete design package should be given to Eke Panuku Design Team prior to lodging Resource and Building Consents for review and feedback.
3. Eke Panuku will facilitate a review of the proposed development through its internal design staff and at each stage of the design process. We will involve Technical Advisory Group (TAG) review as needed.

Panel review

4. The Technical Advisory Group (TAG) is a design review panel made up of industry professionals working within the disciplines of Architecture, Urban Design and Landscape Architecture.
5. TAG will review the proposal at least two times during the design process and the final design should receive the support of TAG.
6. Eke Panuku has an agreement with Council to use TAG review as part of the consenting process, at pre lodgement stage, instead of the Council's Auckland Urban Design Panel (AUDP) if required.

Precedents

The following precedents are examples of different commercial and retail designs, each illustrating a different edge treatment that provides sufficient interest in the urban scale, and responds to the urban character.



Riverbank Lane, Hamilton

Example of an internal laneway activated by retail and F&B outlets



Commercial Bay, Auckland

Example of an internal laneway activated by retail and F&B outlets



246 Queen Street, Auckland

Example of high quality mix of heritage and contemporary architecture



Kind Cafe, Auckland

Example of a high quality F&B tenancy



Ellen Melville Centre, Auckland

Example of the ground floor of the heritage listed building activating the southern edge of Fryberg Square



Decision paper: 18 Totara Avenue, New Lynn - Updated go to market strategy

Author: Adam Sadgrove, Development Manager

October 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku Board:

Approve:

[REDACTED]

- b. Delegate authority to the Chief Executive to execute the sale and purchase documentation on terms and conditions generally in accordance with those outlined in this paper.

Note:

[REDACTED]

[REDACTED]

- i. Development to provide a minimum of 50 Residential Homes, designed, built and certified at a minimum Homestar 6 Rating.
 - Incorporate the OAG's building into the façade, the design must clearly show the OAG's building as a separate element
 - Development to be of urban scale – minimum 3 storeys
 - Architectural design and façade materials to be of good quality – reflective of character adjoining buildings and the New Lynn Urban Plan
 - Development of the Property to be completed by June 2025
- e. that the sale of the adjoining site 41 Mc Crae Way will progress through an open market process at a minimum price in line with the Eke Panuku Board approval of April 2021.

Whakarāpopototanga matua | Executive summary

1. A go-to-market strategy to take two adjoining sites 18 Totara Ave and 41 McCrae Way, New Lynn via a two staged deadline private treaty process to the open market was approved by the Eke Panuku Board in April 2021.

[REDACTED]

[REDACTED]

[REDACTED]

5. Eke Panuku will continue to sell 41 McCrae Way, New Lynn through a two-stage deadline private treaty process to the open market in line with existing Board approvals.

[REDACTED]

Horopaki | Context

7. These sites were being prepared for sale together via an open market process as per the Eke Panuku Board approval in March 2021.

[REDACTED]

[REDACTED]

[REDACTED]

Previous board decisions		
Date and meeting	Document	Decision / Outcome

October 2020 Panuku Board meeting	Decision Paper - Supports Sites C&D Totara Ave, New Lynn	Board Approved Sale to Joint Venture Partner
March 2021 Panuku Board Meeting	Go To Market - Supports Sites C & D Totara Ave, New Lynn (Open Market)	Board Approved Sale via a two staged open market sale process

Matapaki | Discussion

11. Eke Panuku's Selecting Development Partners Policy includes processes to facilitate private sector, Iwi, Crown and third sector agreements to develop land. Section 4.2 outlines the circumstances in which dealing exclusively with one or a limited number of development party/s directly or through a closed-tender process is permitted.
12. A required outcome in the development agreement provides that the heritage B scheduled OAG's building is to be remediated and preserved in order that the façade may be incorporated into the redevelopment of site C. This follows extensive consultation with the community through the Whau Local Board.

Hīraunga | Implications

14. This section outlines all relevant implications for Eke Panuku.

Ngā ritenga ā-pūtea | Financial implications

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

Tauākī whakaaweawe Māori | Māori impact

18. Mana Whenua will be given early notification of the sale of 41 McCrae Way, New Lynn (S prior to the open market process commencing.

Ngā whakaaweawe rauemi | Resourcing impacts

19. The project will be resourced by a Development Manager, Urban Designer, and a representative from the Stakeholder Engagement team and the Maori Outcomes team.

Ngā koringa ā-muri | Next steps

20. The steps and timeframes to implement the decision are proposed as follows:

■	[REDACTED]	[REDACTED]
■	[REDACTED]	[REDACTED]
■	[REDACTED]	[REDACTED]
■	[REDACTED]	[REDACTED]

Ngā tāpirihanga | Attachments

Attachment A - Eke Panuku Essential Outcomes

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

Allan Young, GM Development

David Rankin, Chief Executive

Attachment A

Eke Panuku Essential Outcomes

Development to provide a minimum of 50 Residential Homes.

The Residential component of the Development must be designed, built, and certified at a minimum Homestar 6 Rating.

Development of the Property to be completed by June 2025

The Development is to be undertaken in accordance with the "Panuku New Lynn Merchant Quarter sites C & D Essential Design Outcomes and Guidelines" dated February 2020 with consideration to the following.

- Development to follow a continuous building line to the back of the footpath
- Incorporate the OAG's building into the façade, the design must clearly show the OAG's building as a separate element
- Development to be of urban scale – minimum 3 storeys
- Architectural design and façade materials to be of good quality – reflective of character adjoining buildings and New Lynn Urban Plan
- All buildings should have a defined entry with preference given to Totara Avenue if achievable
- Vehicle access /egress should be from McCrae way and carparking/servicing should be concealed from view
- Development will need to be CPTED compliant through independent review at developed design stage
- Development will need to incorporate Māori Design outcomes as confirmed through an engagement process with Mana Whenua
- "Remedial Works" include the remedial and preservation works in respect of the OAG's façade required to the OAG's building to retain and preserve the OAG's façade (including a not less than 2 metre return) as a part of the Development
- The design will go through a formal review via Technical Advisory Panel (TAG) prior to lodgement of Resource Consent

5.3 Westhaven Marina Limited director appointments

This paper has been redacted under the following LGOIMA reasoning:

- *to maintain the effective conduct of public affairs through the free and frank expression of opinions s7(2)(f)(i); and*
- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h).*

Decision paper: Change of Company Name

Author: Carl Gosbee, Chief Financial Officer

October 2021

Ngā tūtohunga | Recommendations

That the Eke Panuku board:

- a. approve entering into the process to change the legal name of the company from Panuku Development Auckland Limited to Eke Panuku Development Auckland Limited.

Whakarāpopototanga matua | Executive summary

1. In April 2021, the Board approved the addition of "Eke" to our name in order to properly utilise the name gifted to us by manu whenua in 2015 at the time of the amalgamation.
2. At the time of making that decision it was noted that the legal name of the company did not have to be changed, and the name on the companies register remained Panuku Development Auckland Limited, with the company trading as Eke Panuku Development Auckland.
3. The different legal name has caused some confusion and in order to properly comply with legislation regarding the name of the company, it is recommended that the legal name of the company be changed on the companies register to Eke Panuku Development Auckland Limited.

Horopaki | Context

Previous Board / Council engagement and decisions		
Date and meeting	Document	Decision / Outcome
April 2021	Decision paper - Use of Eke Panuku	<p>Following the conclusion of discussions, the Panuku Board:</p> <ol style="list-style-type: none"> 1. approved the use of Eke Panuku Development Auckland. 2. noted that a name change will not require a formal company name change. 3. noted that Panuku will inform the Governing Body about the use of Eke Panuku before public notification.

Matapaki | Discussion

4. Clause 25 of the Companies Act 1993 is included as Attachment A. It requires the name of the name of the company to be clearly stated in every communication sent by the company, and in every document issued or signed by the company that evidences or creates a legal obligation.
5. It also includes penalties for the company and directors if convicted of failing to comply with the requirements.
6. The activities of Eke Panuku put the company name in the public domain with facilitating urban regeneration and optimising non-service property on behalf of Auckland Council. This includes use of the Public Works Act 1981 for acquisition of land.
7. The use in public of Eke Panuku Development Auckland on our logo and in communications whilst it is not our legal name, puts the company at risk of inadvertently breaching the provisions of the Companies Act 1993. The simplest way of mitigating this risk is to change the legal name of the company.

Hīraunga | Implications

Ngā ritenga ā-pūtea | Financial implications

8. There is no financial implication to this decision as our logo and communications collateral is already in the process of being updated following the name change decision in April 2021.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

9. If the legal name of the company is not changed, then the company and its officers risk breaching the Companies Act 1993.

Tauākī whakaaweawe Māori | Māori impact

10. There is no impact from this decision, as any potential impact has already been addressed with the name change decision in April 2021.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

11. There is no impact from this decision, as any potential impact has already been addressed with the name change decision in April 2021.

Ngā koringa ā-muri | Next steps

12. If the Panuku Board approve the recommendation, then the new name will be reserved with the Companies Office, which will check that it complies with requirements. Once this is completed the legal name will be changed. There is a small risk that the Companies Office may advise the new name is not allowed, however our research has shown that this is unlikely.

October 2021

Ngā tāpirihanga | Attachments

Attachment A - Extract from Companies Act 1993

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

Attachment A: Extract from Companies Act

25 Use of company name

- (1) A company must ensure that its name is clearly stated in—
 - (a) every written communication sent by, or on behalf of, the company; and
 - (b) every document issued or signed by, or on behalf of, the company that evidences or creates a legal obligation of the company.
- (2) Where—
 - (a) a document that evidences or creates a legal obligation of a company is issued or signed by or on behalf of the company; and
 - (b) the name of the company is incorrectly stated in the document,—

every person who issued or signed the document is liable to the same extent as the company if the company fails to discharge the obligation unless—
 - (c) the person who issued or signed the document proves that the person in whose favour the obligation was incurred was aware at the time the document was issued or signed that the obligation was incurred by the company; or
 - (d) the court is satisfied that it would not be just and equitable for the person who issued or signed the document to be so liable.
- (3) For the purposes of subsections (1) and (2) and of [section 180](#) (which relates to the manner in which a company may enter into contracts and other obligations), a company may use a generally recognised abbreviation of a word or words in its name if it is not misleading to do so.
- (4) If, within the period of 12 months immediately preceding the giving by a company of any public notice, the name of the company was changed, the company must ensure that the notice states—
 - (a) that the name of the company was changed in that period; and
 - (b) the former name or names of the company.
- (5) If a company fails to comply with subsection (1) or subsection (4),—
 - (a) the company commits an offence and is liable on conviction to the penalty set out in [section 373\(1\)](#); and
 - (b) every director of the company commits an offence and is liable on conviction to the penalty set out in [section 374\(1\)](#).

Decision paper: NZ Coastguard Grants and Donations

Author: Kevin Lidgard, Head of Marinas

September 2021

Ngā tūtohunga | Recommendations

1. That the Eke Panuku Board approves the granting of up to \$11,000 in value of berth rental fees to Coastguard New Zealand for a one-off term of three months.
2. The grant requires Board approval as it is above the \$5,000 Board delegated authority to the CE for grants and donations.

Whakarāpopototanga matua | Executive summary

3. NZ Coastguard has received four vessels that will be distributed to various regional Volunteer Coastguard operations. The vessels will be adapted and sea-trialed over a three month period before being dispatched to operational duty and Westhaven Marina is the preferred location from which to prepare these craft for rescue duties.
4. NZ Coastguard is the national body and supports ten Volunteer Coastguard divisions within the Auckland region and many others across New Zealand.

Matapaki | Discussion

5. The executive proposes a maximum of three months of berthage at no charge in support of the rescue work and services that NZ Coastguard provide through their local area volunteer divisions.
6. The impact of the berthage grant on marina revenue is expected to be minimal as with the downturn in International Tourism we have four of the Z Pier charter berths at Westhaven currently vacant.
7. The berthage grant to NZ Coastguard will be limited as it is expected that the charter boats will return to Z Pier charter base as New Zealand opens the border in 2022 and the charter base will return to full occupancy.

Hīraunga | Implications

8. The available berths are within the Z Pier charter base. These berths are owned and operated by Eke Panuku and therefore the grant would not present any implications to either of the Westhaven marina trusts.

Ngā ritenga ā-pūtea | Financial implications

9. The full retail value for the grants and donations approval is a maximum of \$11,000 assuming that we could rent the berths for the short term.

Ngā raru tūpono me ngā whakamaurutanga | Risks and mitigations

10. NZ Coastguard will be required to comply with the standard terms and conditions and to provide the liability insurance certificates for each craft.

Ngā kaihaina | Signatories

Marian Webb, GM Assets & Delivery

David Rankin, Chief Executive (acting)

Decision paper: Eke Panuku Risk Appetite Update and linked changes to consequence and likelihood tables

Author: David Middleton, Risk Manager

October 2021

Ngā tūtohunga | Recommendations

1. That the Eke Panuku Board approves the changes to the Risk Appetite document including amendments to the Consequence and Likelihood tables as discussed at the Board Risk Workshop held on the 28 July 2021.

Whakarāpopototanga matua | Executive summary

2. The Board held a Risk Workshop lead by Mike Wood of Broadleaf Capital International NZ Ltd to review the Risk Appetite document on the 28 July 2021.
3. The boards input and direction have been incorporated into the attached risk appetite change document, including the Consequence and Likelihood descriptors with amendments to risk categories.
4. The ELT considered and agreed the Risk Appetite document, and descriptors.
5. Changes include clarification of appetite and tolerance definitions and amendments to the consequence descriptors.

Horopaki | Context

6. The Board conducted a risk workshop on the 28 July 2021 to discuss the current document and propose amendments to the document and the consequence and likelihood tables. This paper outlines the purpose of risk and risk appetite specifically to our business environment.
7. Everything people, teams and organisations do or undertake carries with it an element of risk. That risk may come in many forms or categories and will have various consequences and likelihoods. Risk Management is about trying to understand all the various risks, and to take actions or mitigations to reduce risks to levels which are acceptable to the people team or organisation. Risks can be transferred, treated, terminated or tolerated.
8. Risk appetite relates to the extent a team, whether a board, executive or a project manager, is willing to accept levels of risk, both in terms of consequence and probability.

9. The desire to accept, or not accept, a level of risk may be based on qualitative, semi qualitative, or quantitative information. In other words, a decision is based on experience, a mixture of experience and fact, or solely on data, stakeholder experience.
10. The reason for establishing a limit, or limits for risk tolerance, is to protect the organisation against losses which it either cannot afford, will breach legislation, or will significantly harm reputation.
11. Organisations will have several risk categories based on their operations and risk profile. While private sector companies will likely base their risk profile on a commercial basis, public sector organisations will have different criteria based on public benefit outcomes, prudent spending and societal objectives. Common to both will be the requirement to uphold a good reputation both for the organisation and its board members.
12. Eke Panuku Risk Appetite aligns to our and Auckland Council's Risk Management Framework.

What is Risk Tolerance and Risk Appetite?

Risk Tolerance

13. A business will have its objectives, generally between short, medium, and long term, with the time factor depending on the business operations. These objectives are carefully chosen to be achievable, realistic, time bound, and measurable.
14. Risk tolerance looks at the risks and opportunities boundaries that an organisation can accept in the pursuit of its objectives, covering. More importantly, the upper limits of its boundaries, beyond which, risks would not be acceptable.
15. Risk tolerance is the organisation's readiness to bear the risk after risk treatments in order to achieve its objectives.
16. Risk tolerance describes the limits to which Eke Panuku will willingly expose itself to risks. Whether these tolerances are set through the imposition of statute law, for example financial auditing and compliance to company legislation, or internal Board led risk tolerance levels, these are limits which should not be exceeded otherwise greater risk will attach.
17. Other legislation is open to interpretation for example the Health and Safety at Work Act, which states in s30 that risk mitigations will be implemented as far as 'reasonably practicable'.
18. Risk tolerance:
 - applies to significant strategic objectives.
 - cascades throughout Eke Panuku providing guidance to those executing decisions on a day-to-day basis.
 - supports the understanding of appetite. In setting tolerance, the organization considers the relative importance of each objective.

Risk Appetite

19. Risk appetite is described as the “the degree of risk that the organisation is prepared to accept in pursuit of its strategic objectives and business plan” (ISO Guide 73)
20. Risk appetite refers to the willingness to accept risk within the risk tolerance to achieve an objective. That willingness will vary according to the category of risks and those making the decisions. In deciding the level of risk appetite, the performance culture needs to in context, such as in a competitive or service environment.

Eke Panuku Risk Category	Risk Appetite
Health and Safety	Red
Environment (Natural and Built)	Red
Governance	Red
Information management	Red
Legal	Red
Finance	Yellow
Assets	Yellow
Cultural	Yellow
Community	Yellow
Delivery of Commitments (strategic)	Yellow
Reputation	Yellow
Skills and knowledge	Yellow
Operational capability	Green

Risk Capacity

21. The ability of an organisation to absorb risk and the ability to respond is a result of its risk capacity. Whether financial, reputational or its infrastructural knowledge the depth of resources in whatever risk category will enhance the ability to recover from an event.
22. Eke Panuku is part of a very large organisation with the ability to assist Eke Panuku with resources, people, and capability to assist e.g., with shared resources, not only with everyday events but also in larger events where smaller organisations may not be able to call upon such resources. Eke Panuku risk capacity is particularly enhanced through the financial support of Auckland Council and its financial status and credit rating.

Establishing Risk Appetite

23. The risk appetite is generally owned by the Board but is developed and framed by the management who advise the board on the risk capacity of the organisation and the wider Auckland Council family. The risk appetite recommendations are a result of Eke Panuku's historic experiences and the levels of risk mitigation currently employed in the organisation. The maturity in which Eke Panuku manages risk across the various risk categories reflects risk appetite. This may vary with change of process, people, legislation, or a serious incident.
24. Each risk category will attract greater or lesser appetite depending upon the consequence and ability of Eke Panuku to control the consequences.
25. Generally, higher consequence risks tend to have lower frequency and conversely lower consequence risks have higher frequency. There will always be the necessity to accept risk unless the risk can be eliminated, which in most cases is not practical. The appetite may be greater when controls are in place to mitigate any negative outcomes.



Risk Criteria

26. Risk criteria describes the level of consequence on a scale of 1-5, with 1 being Insignificant and 5 being catastrophic
27. The table of Consequence below gives the descriptors for the risk categories currently in the Risk Management Framework. Some of the risk category descriptors are amended following the Bord Risk Workshop in July 2021.
28. Risks will often impact more than one risk category with many consequences indelibly linked – i.e. a major financial lose will have a reputational impact, and may have legal, environmental and asset impacts as well. When considering impacts the cumulative, as well as the largest consequential impact should be considered for assessing the level of the consequence rating.

Consequence Criteria					
	Insignificant	Minor	Moderate	Major	Catastrophic
Asset Failure	Failure of non-critical assets. Very little disruption to use of site or to business as usual.	Failure of an asset causes disruption to the use of the site or business as usual. Assets not useable / unavailable for short time period 1-7 days, with minor disruption	Failure of a significant asset causes disruption to the use of the site or business as usual over an extended period before repair can be affected. Assets not useable / not available for the <1 month Strategic outcomes affected <10%	Major reparable asset failure, or damage to, or loss of an asset >\$100K<\$1M Assets not useable / available for the <3months Strategic outcomes affected by >25%	Catastrophic asset failure or loss on significant value asset >\$1M. Total loss of asset that cannot be replaced. Period of disruption > 3 months Strategic outcomes severely affected. Period of disruption > 3months
Cultural	No significant community issues	Specific discussion points over projects or programmes; discussion on cultural aspects; no delays to programme or projects	Disagreement leads to small programme or project delay; additional costs are brought into discussion	Protracted programme or project delays over issues; high-level discussions with cultural leaders to resolve.	Stagnation of discussions with cultural leaders and stoppage of programme or project. Arbitration to resolve issues or legal action
Community	Localised short-term disruption to the community, no noticeable damage	Local concerns dealt with. Localised minor reversible damage and disruption to the community.	Moderate community concerns causing delays to plan. Localised medium term (1 to 3 weeks) reversible damage	Widespread community causing significant delays and changes. Local or widespread long term (> 3 weeks) damage;	Community concerns causing significant failure of project / programme. Local or widespread damage.
Project and Service Delivery	Negligible impact on project, service, delivery standards	Minor impact on service, delivery. Failure to achieve a	50% reduction in service, delivery standards or outcomes.	Over 50% effect on service, delivery outcomes. Failure to achieve	Total failure of core service, delivery standards or outcomes. Complete

	addressed via BAU,	project outcome.	Some slippages in projects	significant project delivery.	programme failures.
Environment	An event with no damage / loss of area of natural environment	Loss of limited area of natural environment. Public criticism and short-term damage.	Loss of area of natural environment leading to public criticism and medium term damage	Major loss of area of natural area; threats of legal action and public criticism. Medium-term damage	Loss of significant area; court action and widespread criticism; long term damage
Financial	No impact on targets, BAU. Localised failure Financial loss <5% operating budget.	Operational or Capital-Revenue or expenditure negative variance 5-10%	Operational or Capital-Revenue or expenditure negative variance 10-20%	Operational or Capital - Revenue or Expenditure negative variance 20-30%	Operational or Capital - Revenue or Expenditure negative variance >30%
Governance, Ethics & Integrity	Unintentional breach of E & I standard, handled internally.	Intentional minor breach of E& I standards handled internally	Intentional disregard of E & I standards requiring disciplinary action.	Serious disregard of E& I standards and requiring serious disciplinary action.	Intentional total disregard of E & I standards resulting in possible dismissal and/or legal action
Health, Safety and Wellbeing (Internal and External)	No medical treatment required H&S issue noted –No involvement by Worksafe. Little or no stress to staff	First aid treatment with no lost time or little skills deficit. Slight increase approximately 10% levels in stress	Notifiable event (to WorkSafe) with potential to cause harm or lost time < 2 days or little skills deficit. 20% of staff away from the office through stress or illness	Notifiable event (to WorkSafe) resulting in serious injuries or severe illness or disease. 35% of staff away from the office due to stress or illness.	Notifiable event resulting in death, notifiable injury, or illness 50% of staff away from the office due to illness or stress. Widespread pandemic infections affecting community.
Information Management	Loss of organisation data in some operational areas Security remains high >90%.	Loss of organisation data disrupts local operations for <1 day. Security	Loss of key systems / organisational data disrupts local systems for < 3 days	Loss of key systems / organisation data disrupts local systems for > 7 days Security <70%. Private	Total loss of key data or disruption to local service provision > 14 days. Organisation data is compromised.

	Hacking - no consequence	remains high >80%. Media informed	Security remains high >70%. Private information threatened to be disclosed to the media	information is released to the media.	Major release of confidential organisation and private information.
Legal	Panuku sued for a sum < \$10,000. Minor breach of legal requirements	Panuku sued for > \$10,000 < \$100,000 Breach of legal requirements noted by Council	Panuku sued for > \$100,000 < \$250,000 Complaint to the Ombudsman. Breach requiring investigation. Legal breaches noted through audit	Panuku sued for > \$1 < \$5M Legal non-compliance; Significant criticism by Judiciary. Moderate reputational damage. Legal breaches resulting in enquiry	Sued for > \$5M Legal breach potential for heavy fine. Judicial review High court action and serious reputational damage. Legal breaches resulting in prosecution of office bearers.
Operational capability	Negligible loss of operational capability and/or minimal disruption	Loss of operational capability in some areas and some disruption to service levels.	Moderate loss of operational capability for <2 weeks. Some business units working from 'home'	Serious loss of operational capability for > 6 weeks and major disruption to service levels >50% business units working from home	Major loss of operational capability for 3 - 4 months and serious disruption to service levels No access to normal office accommodation.
Political	Minor political interference requiring minor change	Occasional changes to direction, objectives, strategies, or policies	Limited changes in direction, objectives, strategies, or policies	Significant changes to Panuku direction, objectives, strategies, and policies	Complete change of political direction. Wide scale absorption of business units into Council operations

29. Once the consequence has been evaluated, the likelihood rating should be considered. Often a risk will have a range of consequences each with a different likelihood. This range of consequences and likelihoods should be considered to assess a reasoned consequence and likelihood averaged assessment.

Likelihood		
	General description	Frequency expression
Almost certain	Risk event is expected to occur in most circumstances.	90% chance within next 12 months; or 18 out of every 20 years
Likely	Risk event will probably occur in most circumstances.	55% chance within next 12 months; or 11 out of every 20 years
Possible	Risk event should occur at some time.	25% chance within next 12 months; or 5 out of every 20 years
Unlikely	Risk event could occur at some time.	10% chance within next 12 months; or 1 out of every 10 years
Rare	Risk event may occur only in exceptional circumstances.	Up to 4% chance within next 12 months; or < once in 25 years

Ngā whiringa me te taatai | Options and analysis

30. The risk workshop analysed the current document and criteria tables and collectively agreed to the revised wording as proposed.

Kua whakaarohia ngā whiringa | Options considered

31. The board reached a consensus as their preferred option.

Ngā whakaaweawe mō te hunga whaipānga | Stakeholder impacts

32. The changes will be communicated to Auckland Council Risk and Assurance team.

Ngā koringa ā-muri | Next steps

33. Following Board approval the changes will be incorporated into the Eke Panuku Risk Management Framework and communicate organisation wide. Auckland Council's Risk and Assurance team will be advised.

Ngā tāpirihanga | Attachments

Nil

Ngā kaihaina | Signatories

Carl Gosbee, Chief Financial Officer

David Rankin, Chief Executive

Information paper: Wynyard Quarter development strategy

Document author: Fiona Knox, Priority Location Director

October 2021

Whakarāpopototanga matua | Executive summary

1. The purpose of this information paper is to discuss the procurement approach for Wynyard Point following the July and August 2021 Board workshops on the Wynyard Quarter. Specifically, this paper will address the role of 'master developer' and the opportunities for integration between the built form and the public realm.
2. The Waterfront Plan set out the vision for Wynyard Quarter in 2012. This was reviewed and refreshed again through the City Centre Masterplan endorsed in 2020 by the Planning Committee. Since 2019 Eke Panuku has been working on refreshing and updating technical information and has been engaging with key stakeholders on next stages of urban development on Tāmaki Makaurau's waterfront.
3. The Te Ara Tukutuku Plan 2021, which will be presented to the Board in November. It summarises the current waterfront environment and sets out the staging and development pipeline required to complete the urban regeneration of Wynyard Quarter. This plan has been developed in close collaboration with mana whenua and articulates our collective future aspirations for the area. It outlines how we plan to create a welcoming, inclusive place that all Aucklanders will love by providing:
 - a. Context to urban regeneration in partnership with mana whenua.
 - b. Themes for future development and outcomes.
 - c. A staged approach to urban regeneration within Wynyard Quarter, in line with Long Term Plan funding.
4. The Executive's approach to delivery is for Eke Panuku to continue to act as 'master developer' and deliver the primary public realm, waterfront park and infrastructure required to support the staged mixed use development. This approach has been determined through:
 - a. Previous experience - complex public realm projects require close management and prioritisation of quality and public good outcomes over other competing interests. It requires responsiveness to changes, stakeholder and partner input.
 - b. Economic scale - the proposed scale of development for Wynyard Point is limited. The significant net deficit in development receipts compared to the costs for the waterfront park and infrastructure means that there will be limited 'institutional scale' precinct developer interest. Eke Panuku is not in a position to address this imbalance because funding for delivery of the waterfront park and infrastructure is spread from 2024/2025 through to post 2030. The bulk of the funding is only available at the end of this period.

- c. Control - due to the importance of the waterfront park, control over design and delivery is critical. A precinct developer will seek control over design and timeframes and there is the risk of less responsiveness to stakeholder feedback or changes if control is transferred. Quality assurance and enforcement is also anticipated to be difficult if we are third parties to the construction contract. This will be exacerbated due to the scale and complexity of the waterfront park.
5. At a conceptual level, Wynyard Point will still be integrated. Eke Panuku will progress design of the public realm inclusive of the waterfront park with design experts experienced with integrated developments of this nature. Design of the built form and the public realm will be consistent with the unifying ideas embodied in the design vision and the cultural narratives from mana whenua.
6. At a granular level, the design and delivery of the unifying features of the built form and the rest of Wynyard Point, such as through site links, laneways, plazas and other secondary public realm will be done by our selected development partners. Mechanisms at both levels will ensure a fully integrated Wynyard Point.

Matapaki | Discussion

7. As noted in the July presentation to the Board, the future development in Wynyard Quarter has been categorised by:
 - a. Committed sites - those under development agreement with Willis Bond, Precinct Properties and Orams.
 - b. Future short/medium term development sites such as North Wharf (Site 14), Jellicoe Street Carpark (Site 19) and the Silo 6 site (Site 12).
 - c. Future long term projects on Wynyard Point, including the waterfront park, public realm and the headland sites.
8. This paper addresses the approach for the sites represented in b and c.



Image 1: Te Ara Tukutuku Plan - early concept future development sites

9. Sites 14, 19 and 12 all have existing Unitary Plan parameters and will not be subject to the Wynyard Point plan change. The geographical separation and timing differences also

means that any design, scale and delivery efficiencies from packaging these together are minimal.

10. Market testing, go-to-market strategy, essential outcomes and a business case will be prepared or undertaken for each site. These deliverables will progress through the PMO framework and be submitted to the Board for decision between 2022 - 2023. The first will be the North Wharf site.

Previous Experience - Wynyard Central

12. The Executive's approach, has been shaped by our experience with Wynyard Central. For context, Wynyard Central was the largest development proposition taken to the market in New Zealand by an urban redevelopment agency at the time. Waterfront Auckland prepared a reference design which anticipated a mixed-use opportunity of around 150,000m2 gross floor area (GFA), together with interconnected public realm.



Image 2: Wynyard Central sites

13. The Wynyard Central sites were taken to the market in a two stage process consisting of an Expression of Interest (EOI) phase and a detailed "Bid Back" phase. The EOI responses included 17 local developers, three from Australia and six from China. The majority of the 26 responses did not advance to the second stage due to credibility and quality issues.



16. Throughout the delivery of Wynyard Central, Eke Panuku has performed the role of 'master developer' in setting outcomes and completing enabling works. Complex enabling projects such as the Madden and Pakenham streetscape and infrastructure upgrades were delivered by Eke Panuku and its specialist civil and infrastructure contractors.
17. While Eke Panuku experimented with developer delivery of public realm, this was best suited for low complexity public realm projects such as laneways and secondary open spaces. An independent party was needed to manage and prioritise quality public realm outcomes. This was critical in scenarios of multiple interfaces or competing priorities.
18. An example of this was the change from developer delivery of Tiramarama Way to Eke Panuku. This was done by Eke Panuku with cost contributions from the developers due to the complexity of the project, the need to manage construction conflicts with the developments, and timing issues with developer contractor handover.

Economic scale



20. The domestic developer market is characterised by very few 'institutional scale' precinct developers that would have the capability to deliver the development as indicated in the Te Ara Tukutuku Plan in its entirety. Even with the inclusion of Site 14, 19 and 12, the view of the Executive is that the offering is not of sufficient scale to attract 'new entrant' international developers. This view is supported by expert advice from CBRE.



Image 3: Te Ara Tukutuku LTP phasing

[REDACTED]

Control


- 23. In addition to scale and economics, control and risk allocation were key determinants for the Executive's approach.
- 24. Due to the phasing for infrastructure, long developer lead times for design, consenting and feasibility requirements, control is critical to ensure Council is able to deliver on its outcomes.
- 25. Eke Panuku does this through development agreements (DA). While these are our primary method of control, we note that partnering with the private sector means partnering with profit-making enterprises. These agreements need to balance control and be flexible to accommodate changes and commercially driven decisions in the future.
- 26. As the new waterfront park is positioned to become the key highlight of the waterfront, the Executive's preferred approach is to retain control over design and delivery. While this doesn't preclude integration, the following factors weigh against appointing a developer as the 'master developer' over the private and public realm and relying on DA control mechanisms:

[REDACTED]

[REDACTED]

- c. The Executive will have less responsiveness to mana whenua and stakeholders if control over design and delivery is given to a precinct developer.
- d. The administrative burden of implementing changes, quality assurance and enforcement is anticipated to be onerous due to the scale and complexity of the waterfront park.
- e. The Executive needs control over the process to ensure that we can commence design of the waterfront park from early 2022. This ensures that the public can enjoy these spaces once Stolthaven vacates in December 2022 and Firth in December 2024. Procurement and negotiations associated with a developer led approach will delay this.

[REDACTED]

- 
28. The Executive also notes that the current AC36 resource consent expires in 2028. There is risk in surrendering this early. Due to funding constraints we will not be in a position to commence work even with an early surrender.
 29. The numerous variables detailed above, along with the ever shifting nature of the hosting requirements for AC37, provides a lot of uncertainty for a developer if the market process is carried out too early. A DA may not be able to accurately capture the agreement. It may reduce interest in the market process and will have negative revenue implications.

Approach

30. Considering the above, the Executive's approach to the future development sites is:
 - a. Eke Panuku continues its role as master developer and delivers the public realm, waterfront park and infrastructure. Limiting our control over the design of the public realm and delivery programme will have quality, delivery and stakeholder accountability risks.
 - b. Proceed to market North Wharf as the site isn't constrained by complex outcomes or infrastructure requirements. We also note existing tenancies are expiring in 2023.
 - c. The Jellicoe carpark site will be marketed once competing development/transport outcomes and irregular through-site links are resolved. The Silo 6 site may be packaged with the Jellicoe carpark site due to the limited scale and difficult dimensions which will limit development feasibility. Both sites are programmed to go to market for late 2022 to early 2023.
 - d. Wynyard Point headland sites require a plan change to establish built form boundaries and development parameters. The Te Ara Tukutuku Plan will be presented to the Board in November 2021 and the final plan change for a decision to notify in April 2022. These sites can be transacted together, subject to the goals of integration being balanced with the need for design diversity.

Integration

31. This approach is fully consistent with the objective of integration between the waterfront park, public realm and the built form. Strategic moves are underway to ensure an integrated outcome:
 - a. Appointment of an external design challenge panel. This has recommended ways in which we can break up blocks with laneways, arcades, and through site links, creating a more fine-grained and permeable street pattern.
 - b. Extensive engagement with mana whenua has resulted in the following narratives being developed. These narratives stitch together the built form, park and sea as inseparable coexistence:
 - i. Nga One Maru o Huatau - Acknowledging the original shoreline and raising up the whenua to recreate the lost headlands and landscape.

- ii. Rere ki uta, rere ki tai - The connection from the land to the sea and the interconnectedness of our taonga species in these ecological zones.
 - c. Preparing the 'design vision' for Wynyard Point to determine conceptual ideas that will guide the whole of Wynyard Point, including open space and built form. The design vision will simplify the complexity, provide design unity, and sets the scene for new opportunity through future design phases.
32. The procurement of a design consortium for the waterfront park and public realm will be significant. There is already very high interest in the industry of this pending project. The Executive will be seeking to establish a highly experienced team through a rigorous two stage process. With the ultimate desired outcome of seeking a consortium that can work closely with the Executive, public, and mana whenua over a number of years.
33. The consortium's role will be to develop the masterplan for the waterfront park and delivery of early stages. The detailed masterplan will provide the framework for the staged development of the waterfront park over a number of years and ensure a coherent development. Within this process we will identify areas or components that can be designed by others to provide design diversity. They will also be tasked with promoting flexibility to encourage and enable integration with adjacent built form.
34. Common in the scale of these projects is a request to take a design competition approach. For clarity, we are not proposing a competition style appointment of the design team. While this can drive innovation, it is problematic for building expectations. It also does not enable close collaboration with the public and mana whenua as ideas can be prematurely imposed rather than generated through a collaborative process.

Ngā tāpirihanga | Attachments

Attachment A - Future development sites - visual



Attachment A - Future development sites - visual

Future Wynyard Quarter Development Sites

To inform the scope of the plan change, Eke Panuku undertook a comprehensive review of its development strategy for the remaining Wynyard Quarter sites. The wider development strategy included sites owned and leased by council where tenants like Stolthaven, BST had vacated the site, sites where lease renewals were no longer being pursued by Eke Panuku (North Wharf restaurants) and future uses of our new assets. The sites reviewed included:

- a. Silo Six (site 12),
- b. North wharf restaurants (site 14),
- c. Jellicoe Street carpark (site 19),
- d. Jellicoe Street children's playground site (Site 13 and Silo Park extension),
- e. Silo Park and new Waterfront park,
- f. Wynyard Point sites held for America's Cup bases until 2028, and
- g. Sites that are yet to be developed on Wynyard Point yet to be leased to development partners.



Figure - Development Area - 2022-2036

The work confirmed that:

- Unitary Plan provided an appropriate framework for development of sites that had been leased to our development partners.
- Site 12, Site 14, Site 19 provided sufficient development capacity and could be released to the market in the short term.
- Headland sites on Wynyard Point that require a plan change ahead of development.

Information paper: Stakeholder Insights programme

Document author: Sven Mol, Senior Corporate Affairs Advisor

October 2021

Whakarāpopototanga matua | Executive summary

1. Eke Panuku undertakes an annual insights programme to better understand our relationships with our key stakeholders.
2. Kantar New Zealand (formerly known as Colmar Brunton) has conducted interviews with our key stakeholders during June and July this year. Kantar is also currently in market with a Community Insights Survey, to obtain feedback from the communities we work for in our Transform and Unlock priority development locations.
3. We generally receive positive feedback from stakeholders when they engage with us on priority locations, which has also been confirmed through a recent survey of elected members by the Auckland Council.
4. Stakeholders note that the relationship with Eke Panuku has improved significantly over the past few years. They mention the availability of leadership and our skilled and personable employees as well as the outcomes achieved for the Wynyard Quarter and place making as some of our standout strengths.
5. Stakeholders who do not engage with Eke Panuku on priority locations, see us through the lens of asset disposal. Those stakeholders sometimes see us as too bureaucratic and inflexible and perceive the commercial outcomes as poor.

Matapaki | Discussion

6. Eke Panuku is always looking to grow and improve the way we work with our partners and stakeholders, and the communities we serve.
7. Eke Panuku undertakes an insights programme each year to gain an understanding of the strength of our relationships and our reputation. Our insights programme captures stakeholder, mana whenua and community feedback.
8. The purpose of this information paper is to provide the board with a summary of feedback received through recent interviews with our key stakeholders. This information paper also outlines other research currently underway and next steps including a more fulsome report with associated actions to follow in early 2022.
9. Mana whenua insights results are reported on separately, by the Māori Outcomes team.

Stakeholder Insights

10. Kantar New Zealand (Kantar) conducted 31 interviews with our key stakeholders during June - July 2021. Stakeholders who participated included Councillors and Local Board

Chairs, the Mayor's Office, CCO colleagues, development partners, and stakeholders we work with in our Transform and Unlock locations.

11. Kantar's interviews were qualitative in nature with each interview taking between 30 minutes to one hour. The aim of the research was to get an in-depth understanding of our reputation and relationships - i.e., what our stakeholders think of us, what we can improve on, and what the ideal relationship with Eke Panuku looks like.
12. Overall, stakeholders believe the relationships Eke Panuku has with them have improved over the last few years. Eke Panuku today is seen as an organisation with good leadership, skilled employees and stakeholders experience a strong sense of integrity and believe we are well intentioned. Outstanding outcomes in the Wynyard Quarter and place making are often mentioned as real strengths.
13. Areas for improvement include a (perceived) high staff turnover, a desire for more engagement, and our organisation is sometimes referred to as slow and bureaucratic or non-transparent. Some stakeholders find their relationships with us are inconsistent and person specific - which staff member a stakeholder has a relationship with has an impact on how the organisation is perceived.
14. In response to feedback received in previous year's surveys, we have made a number of changes to the way we engage with elected members. Currently, Priority Location Directors hold direct relationships with Local Board members and the local Councillor within a priority location where previously Engagement Advisors held those relationships. ELT members have also strengthened relationships with Councillors. This change responds to feedback received around access to our decision makers.
15. Over the last few years, we have seen a significant shift in feedback on Eke Panuku leadership. Where stakeholders frequently mention a lack of leadership in past surveys, more recent results show leadership as one of our strong points.
16. Feedback received through the interviews is summarised below in several key themes. Please note, these themes are based on Kantar's topline research debrief, with a final report to be received later this year. Kantar will finalise its Stakeholder Insights report once its Community Insights research (refer paragraph 17) is complete. Feedback received from our communities will give Kantar the context it needs to paint a complete picture of our reputation.

<p>A multi-faceted organisation</p>	<p>Stakeholders view Eke Panuku mostly in terms of the part of the organisation they engage with and there is little understanding of the overall organisation or what we do. Perceptions of each part of the organisation varies.</p> <p>Eke Panuku is seen as an organisation of five parts: town centre regeneration, property development, place making, asset disposal, and our role as a landlord.</p>
<p>Town centre regeneration</p>	<p>Although stakeholders are generally more positive than negative about our work in priority locations, there are also some areas for improvement.</p> <p>Stakeholders feel initially pleased when their area has been designated a priority location. Post the initial placemaking and community engagement period, some stakeholders feel out of touch and suspect that their views are not valued or</p>

	<p>considered. Some stakeholders feel a sense of uncertainty. A void of information gets quickly filled with misinformation.</p> <p>Some stakeholders describe a sense that regeneration benefits people from outside the local area, at the expense of the local community (e.g. apartments being built that the local community cannot afford).</p> <p>Some stakeholders noted a high staff turnover at Eke Panuku which may be addressed through better handover processes when relationship owners change.</p>
Wynyard Quarter	<p>Wynyard Quarter is mentioned by various stakeholders as an exemplar project. Stakeholders involved in Wynyard Quarter projects tend to talk more highly of Eke Panuku than stakeholders involved in other priority locations.</p>
Place making	<p>Place making is seen as a standout strength by our stakeholders. A lot of our stakeholders comment on the personal relationships they have built with our place making team and praise their integrity and intent.</p> <p>As above, some stakeholders note an issue around when a project moves from the placemaking to the development stage. Some stakeholders describe feeling let down, as discussed above (town centre regeneration).</p>
Asset disposal	<p>Local boards and Councillors, in particular those without priority location engagement, see Eke Panuku through the lens of asset disposal.</p> <p>They see Eke Panuku as too bureaucratic and inflexible and perceive the commercial outcomes as poor.</p> <p>Some elected members noted that they understand the rationale behind asset disposal but must deal with emotional side of selling community assets.</p> <p>Some stakeholders noted that a lack of information leads to misinformation and that we should be informing stakeholders of process and progress on a more regular basis.</p>
Leadership	<p>Many stakeholders positively mention the availability of Eke Panuku leadership. Many elected members and development partners in particular note the relationship with, and availability of, the Chief Executive as a positive change.</p>
Priority Locations and Local Boards	<p>There is a clear divide in terms of satisfaction from Local Boards. Local Boards which are part of our Transform and/or Unlock programme tend to speak more positively about Eke Panuku. Local Boards which are not part of the programme tend to see Eke Panuku through the lens of asset disposal, which remains a contentious issue.</p> <p>Local Boards which are not part of our priority location programme, often want to be part of it.</p>

	Following a recommendation by the CCO Review Committee, we have recently reset our engagement with local boards with tailored CCO-Local Board engagement plans, which set out clear projects and engagement levels.
Engagement and communication	<p>A number of stakeholders have commented that they desire more engagement with them. Participants noted insufficient engagement resource as an issue and felt that they were not kept in the loop on projects of interest.</p> <p>Most stakeholders would like more engagement with Eke Panuku and more regular communication to inform on progress. Some stakeholders felt that we are more responsive than proactive.</p>
Transparency	A number of stakeholders mention a lack of transparency at Eke Panuku and the need for more frequent communication.

Community Insights

17. To better understand the views of local people in the neighbourhoods where we work, we have commissioned Kantar to carry out Community Insights Research in 11 of our key priority development locations.
18. The research is currently in market and aims to understand community awareness and perceptions of our work in the Wynyard Quarter, Manukau, Onehunga, Takapuna, Northcote, Henderson, Avondale, Pukekohe, Papatoetoe, Panmure, and the Maungawhau / Karangahape location. The research also covers community perceptions and awareness of Eke Panuku, as well as what communities value and would like to see for their neighbourhoods.
19. Besides focussing on awareness and perception at the corporate, programme and project level, the research also aims to uncover other data such as the local communication channels residents prefer and use. This type of information will be highly beneficial to our teams working in our priority locations, giving them the opportunity to make data-driven decisions about how we engage with locals in our neighbourhoods.
20. Until now, community views have been gathered through informal conversations as part of targeted placemaking activities, and/or inferred through media coverage. The current research will be the first time we undertake a robust community survey to establish a thorough baseline of community perceptions.
21. The surveys have been in market since September, and we expect to see a report on this work by December 2021.

Other Insights

22. Auckland Council ran its Elected Members survey in July 2021. This is a quantitative survey and 88 out of 170 Councillors and local board members participated. As part of the wider Council survey, Councillors were asked to rate CCOs on their satisfaction with CCO engagement and satisfaction with the quality of advice received. Local Board

members were asked to rate CCOs on quality of engagement and their ability to influence decision making.

23. Eke Panuku scored a 69% satisfaction (8% were dissatisfied) amongst Councillors on both quality of engagement, and quality of our advice provided. The satisfaction with the quality of advice increased by 25% compared to the previous survey result.
24. Eke Panuku scored a 44% satisfaction (21% were dissatisfied) amongst local board members on the quality of our engagement. Local Board chairs were slightly more satisfied than members (54%). 37% of local board members were satisfied that they can influence projects and decision making (30% were dissatisfied). Again, Local Board chairs were slightly more satisfied than members (55%).
25. Perhaps unsurprisingly, members of Local Boards that have a Transform or Unlock priority location, are significantly more satisfied with our engagement (69% vs 15%) and their ability to influence our projects and decision making (61% vs 6%) than Local Board members who do not engage with us on priority locations. This is consistent with feedback received through Kantar's Stakeholder Insights research.
26. Kantar, on behalf of the Auckland Council, carries out a Citizen Insights Monitor (CIM) survey amongst a representative sample of the Auckland population. As part of the quarterly survey, Kantar tests the awareness and perception of Auckland Council's CCOs.
27. In the latest CIM, 26% of surveyed Aucklanders indicate they are aware of Eke Panuku, which is substantially lower than Auckland Council and other CCO's with approximately 9 in 10 Aucklanders indicating they are aware of those organisations. Amongst Aucklanders who are aware of Eke Panuku, 16% have indicated they are satisfied with our performance. This is again, lower than Auckland Council and the other CCO's where more than 2 in 10 Aucklanders typically consider themselves satisfied.
28. The CIM also tests in how far the public trusts local and central government agencies' decision making. The trust in Eke Panuku decision making sits at 16% in the latest report, which is lower than other CCOs or similar organisations which range from 19-34% trust in decision making.

Next steps

29. Following completion of the Community Insights Research, Kantar will produce final reports for both the Stakeholder and Community Insights work. This includes a bespoke report per priority location included in the research.
30. The Eke Panuku Channels and Content team is working with the Council's design agency Federation on Eke Panuku communications materials refresh. The results of our insights programme are being used in this piece of work, in particular the channels we use to engage with locals in our neighbourhoods.
31. In early 2022, we will report to the Eke Panuku board again and include:
 - a. Community Insights survey results
 - b. Our response to both the Stakeholder and Community insights, including themes and actions to improve on feedback received.

Ngā tāpirihanga | Attachments

Nil.

Information paper: Property Housing Market Overview Q3 2021

Document author: Allan Young GM Development

October 2021

Whakarāpopototanga matua | Executive summary

1. Median sale prices of Auckland dwellings as at August 2021 are at an all time peak of \$1.2 million. After a two year lull, prices began to increase from late 2019, with any negative effects from the initial March-May 2020 lockdowns being minor and short lived. While market strength was observable throughout 2020 with rising prices, there was also a corresponding lift in sale activity. March 2021 saw the all-time peak number of transactions with over 4,000 occurring during that month. The current August-October 2021 lockdown has artificially dampened transaction volume to its lowest level since January 2021. Anecdotal evidence from sales agents indicates that a post lockdown rebound in activity is highly likely but that lack of listings could hinder this.
2. Median sale price growth for residential dwellings in Auckland was 26% over the year to August 2021. Apartments also showed significant price movement, having increased by 33%, however some of this increase is attributable to the composition of sales and the ongoing transformation of Auckland apartment stock from a dominance of investment units to a more diverse mix of specifications including high quality owner occupier apartment homes. The current median apartment sale price is \$799,000, which is a record high.
3. Building consents for new dwellings in Auckland reached an all time high of 19,929 for the year ending August 2021, following a steady increase for the past decade, with acceleration over the past two years in line with wider housing market activity and growth. Over the last year, the growth in the volume of new development was most positively influenced by town and terrace houses. Stand-alone houses account for a record low 35% of new dwelling consents issued in the past year compared to 80% at the start of the last decade. Apartments account for 15% but the biggest gain has been for town and terrace houses which become the largest category at 46% of all new dwelling consents.
4. Average fixed mortgage rates have started to tick upward in line in response to a stronger than expected local economy, and the RBNZ previously signalling future increases to the OCR. The most recent August-October 2021 lockdown has been acknowledged to pose some risks to the economy but has not prevented the RBNZ from moving up by 0.25 basis points last week as planned. As at September 2021 the RBNZ estimated average effective floating mortgage rate is 4.52%. The 2-year fixed rate is at 3.87%, and the 5-year fixed rate is at 4.65%, increasing from a record low of 3.77% in February 2021.
5. While terrace and townhouses show the greatest level of dynamism in terms of recent consenting trends, the apartment market is also active in terms of recent project launches. Since the start of 2021, 61 apartment projects have been launched in Auckland (including non market ones by Kainga Ora) comprising 2,185 units.

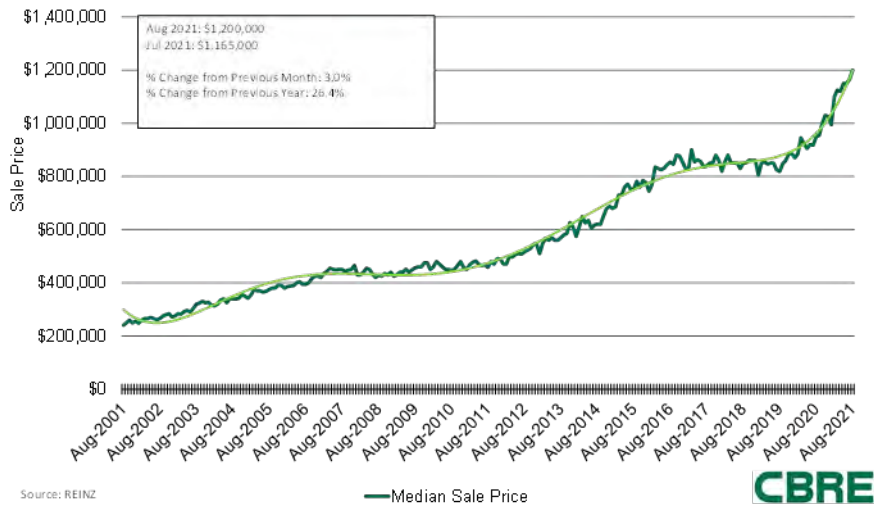
6. The current active development pipeline indicates a substantial lift in the suburban apartment stock expected to be completed in 2022 and 2023.

Matapaki | Discussion

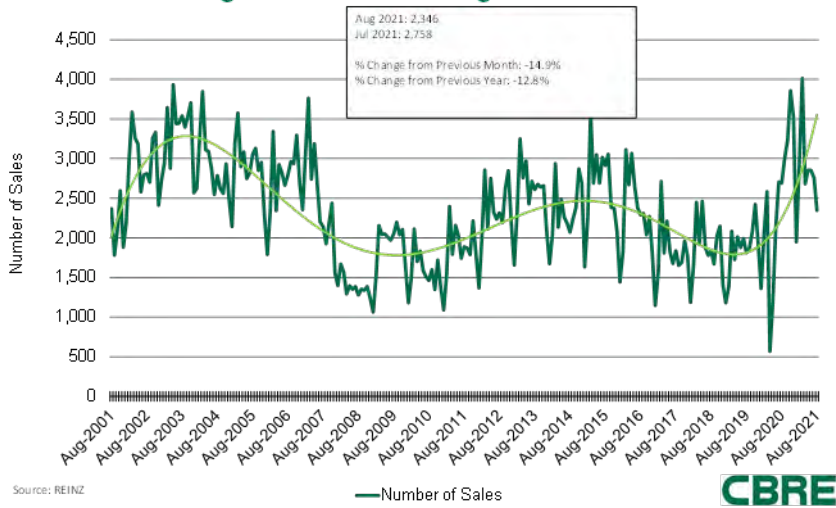
7. Globally, housing markets have generally beaten expectations through the COVID-19 crisis, in part due to a policy response that has been large and synchronised. But the New Zealand housing market has been an outlier, which has been underpinned by our successful health response and effective fiscal and monetary policy as well as some specific initial housing stimulus such as the removal of the LVR.
8. Relative to history, the recent growth cycle has been different too. Although the current housing upturn shares some similarities with the 2000's, maintaining momentum for such an extended period appears unlikely this time around. While momentum can be self-propelling to some extent, acute housing unaffordability, very high debt levels, macro-prudential policy tightening and credit constraints look set to weigh in time, with a slowing in the rate of housing price inflation expected. However, it may take time for the market to turn and, until that happens, affordability and debt levels could become even more stretched.
9. Other housing related policy initiatives are possible to impact over the coming year. Some will help, like the recent initiative to allow low deposit lending for first home buyers, while some could hurt dwelling sales, like debt-to-income restrictions, while LVRs may be tweaked. The net result is likely to tilt the field in favour of first home buyers versus investors for lower priced product.
10. The recent confirmation that investors retain interest deductibility and a reduced bright line test of 5 years for new builds will underpin that sector of the residential market.
11. The recent Level Four lockdown curtailed the residential market in regard to new listings. This has led to a shortage of new listings in the market leading to increased prices being paid and shorter times on the market. A recent example being a home in Avondale listed on a Thursday morning, two unconditional offers being received that afternoon with the property being sold Sunday evening with the final price being \$2.3 million, \$300,000 above the agents expectations.
12. Overall it would appear the residential market is gaining strength, despite Covid 19, slowly rising interest rates and tightening lending restrictions.

Ngā tāpirihanga | Attachments

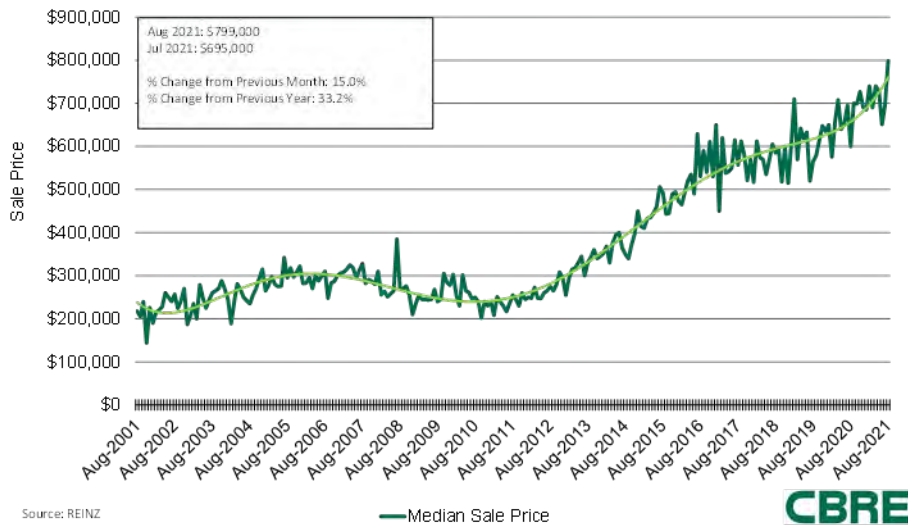
Median Sale Price of Dwellings in Auckland Region



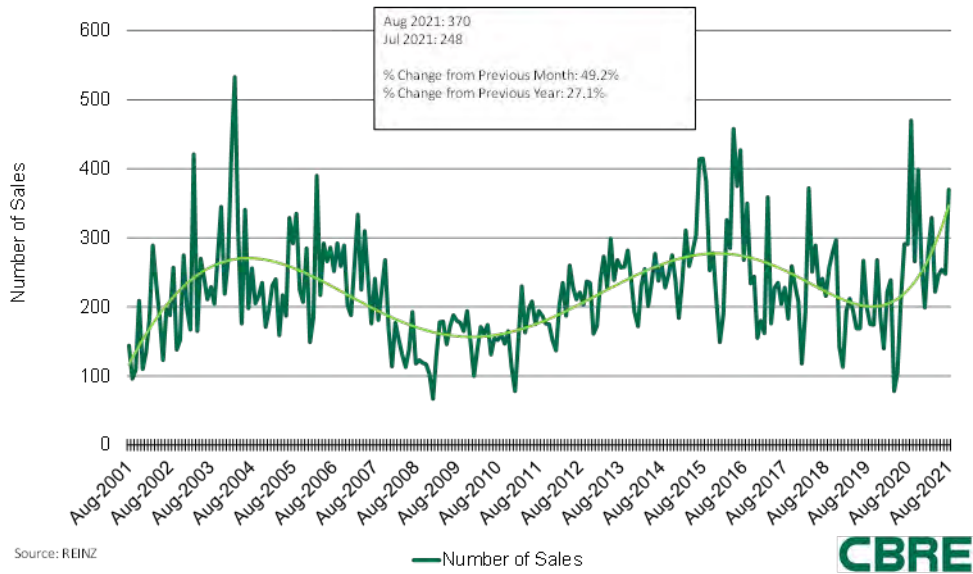
Number of Dwelling Sales in Auckland Region



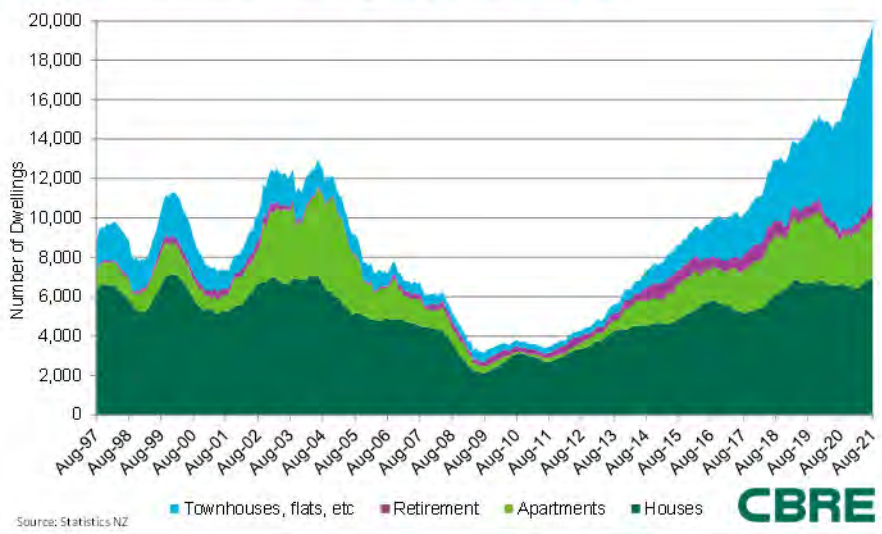
Median Sale Price of Apartments in Auckland Region



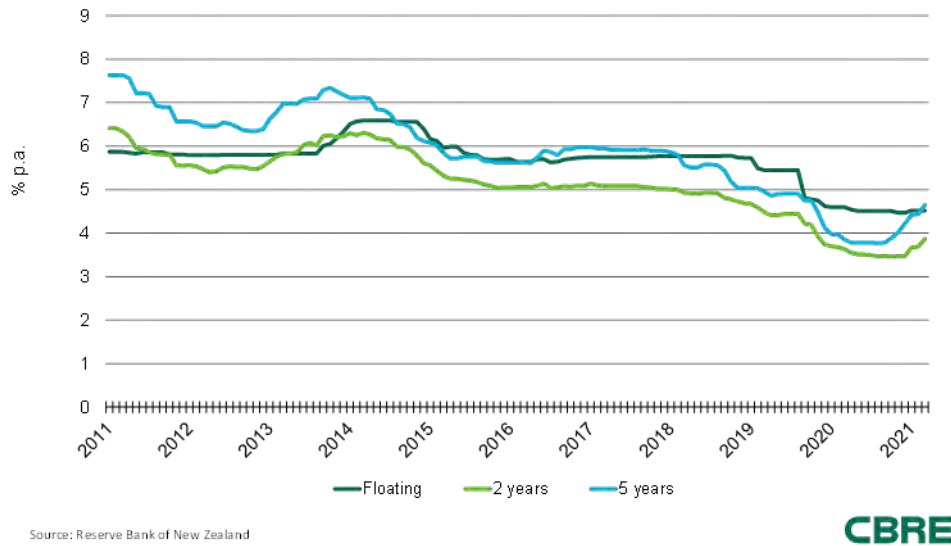
Number of Apartment Sales in Auckland Region



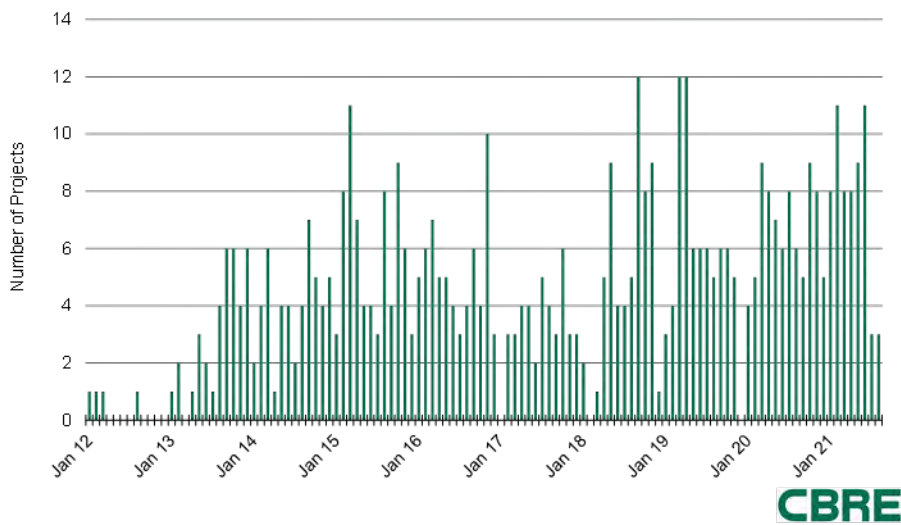
Auckland Residential Dwelling Consents - Rolling Annual



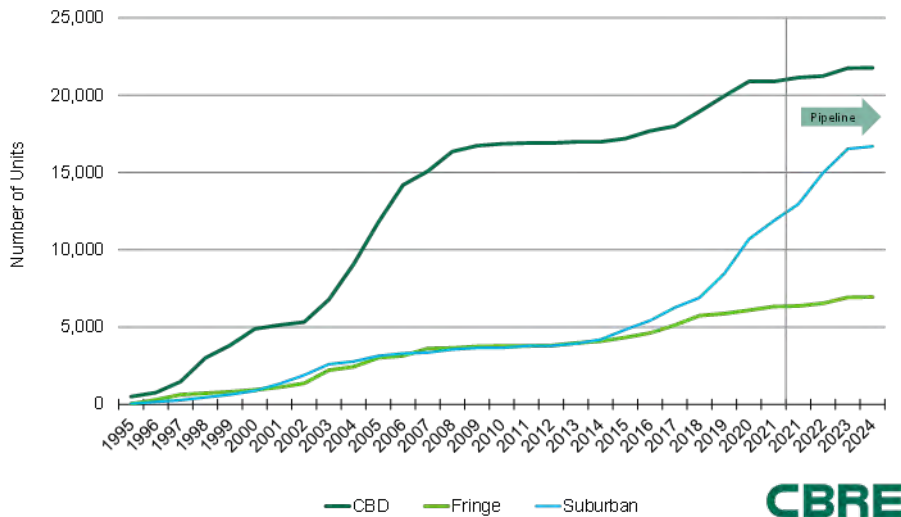
Interest Rates on Housing Lending - to September 2021



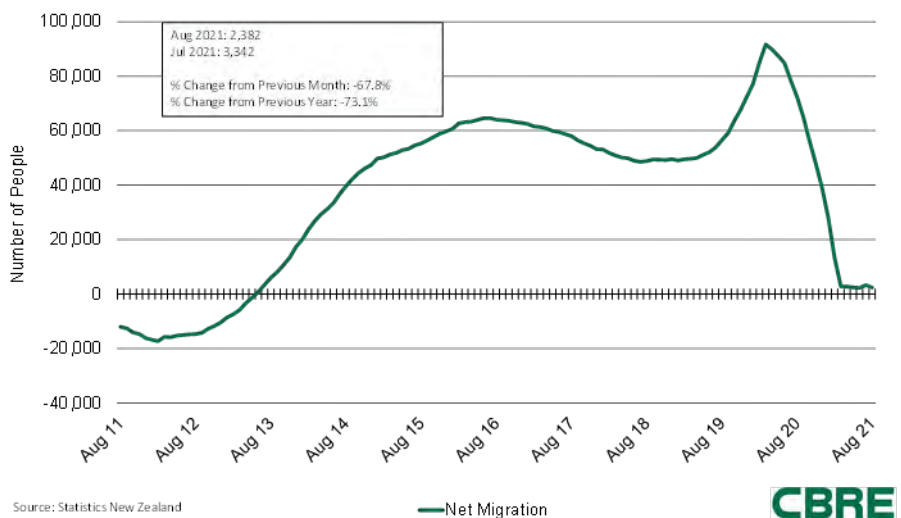
Number of Apartment Projects Launched by Month



Auckland Apartment Supply by Location



Annual Net Migration to New Zealand



Source: Statistics New Zealand

— Net Migration



6.4 Transport orientated developments, Eastern Busway programme

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely to prejudice or disadvantage the commercial position of council s7(2)(h); and*
- *would be likely to prejudice or disadvantage negotiations s7(2)(i).*

Information paper: Auckland Council - Self Insurance Fund Proposal

Document author: David Middleton, Risk Manager

October 2021

Whakarāpopototanga matua | Executive summary

1. Auckland Council has decided to change the model for Property Asset insurances, this will lead to long term savings on insurances for Council and Eke Panuku.
2. Council will hold an insurance fund to cover losses and reflect a reduction in charges across the group.
3. Other insurances are not affected.

Matapaki | Discussion

4. The current insurance arrangements are managed through Auckland Council and placed into the insurance market via our insurance broker every year. We currently use a traditional process, with a variable deductible and an upper loss limit which is agreed with the brokers. Covers includes property, marina, motor, Directors and Officers (D&O) and liabilities placed using the economies of scale of the Council group, having various excesses and deductibles.
5. The placement strategy had not been reviewed for a number of years and a thorough review of all options was undertaken and considered by Councillors. It was decided the current strategy was outdated and inefficient in terms of not taking advantage of our size and ability to accept greater levels of self-insurance.
6. Indicative market premium increases forecast made the current arrangements unacceptable in terms of cost.
7. Historically, insurance buying has been transactional, having very low levels of deductibles and not utilising the Council family's balance sheet capacity.
8. Of the various options available the Self Insurance Funding (SIF) option seen as the most beneficial.
9. An initial fund of \$20M would be established and CCOs would select their own level of deductible for assets.
10. Excluded from the SIF proposal at present are covers such as motor, travel, and Directors & Officers (D&O). Other covers such as contract works are still being considered under the SIF.

October 2021

11. Administration of the SIF will be through Council/CCO CFOs and CEs, the Mayor, and our insurance brokers.
12. There is strong financial motivation to change the current methodology to a self insurance fund.
13. Treasury and Risk and Assurance are informing CCO boards of the current strategy and proposing to implement the strategy for the 2022 insurance renewals,

Ngā tāpirihanga | Attachments

Nil.

6.6 Personnel Issues

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely to prejudice or disadvantage the commercial position of councils7(2)(h).*

6.7 COVID-19 Update

This paper has been redacted under the following LGOIMA reasoning:

- *would be likely to prejudice or disadvantage the commercial position of councils s7(2)(h).*

Director interests at 21 October 2021

Member	Interest	Company / Entity	Conflicts pre-identified?
Paul F. MAJUREY	Chair	Panuku Development Auckland Limited	
	Director	Arcus Property Limited	
	Director	Atkins Holm Majurey Limited	
	Chair	Hāpai Housing General Partner Limited	
	Director	Hāpai Commercial General Partner Limited	
	Chair	Hauraki Collective (12 iwi collective)	
	Tangata Whenua Representative	Hauraki Gulf Forum	
	Director	Homai General Partner Limited	
	Chair	Impact Enterprise Partnership GP Limited	
	Director	Koau Property General Partner Limited	
	Chair	Marutūāhu Collective (5 iwi collective)	Possible
	Chair	Marutūāhu Rōpū General Partner Limited	
	Director	MO5 Properties Limited	
	Director	MRLP Group Limited	
	Chair	Ngāti Maru Limited	Possible
	Director	Pare Hauraki Asset Holdings Limited	
	Chair	Puhinui Park GP Limited	
	Co-Chair	Sea Change Tai Timu Tai Pari Ministerial Advisory Committee	
	Chair	Te Pūia Tāpapa GP Limited	
	Director	Tikapa Moana Enterprises Limited	
Chair	Tūpuna Taonga o Tāmaki Makaurau Trust Limited (Tūpuna Maunga Authority)		
Chair	Whenuapai Housing GP Limited		
Director	Westhaven Marina Limited		

John COOP	Director	Panuku Development Auckland Limited	
	Managing Director and Principal	Warren and Mahoney	Possible

David I. KENNEDY	Director	Panuku Development Auckland Limited	
	Director	Cathedral Property Limited	
	Director	Grantley Holdings Limited	
	Director	Naylor Love	
	Trustee	New Zealand Housing Foundation	Possible
	Chair	Beachlands South GP Ltd	
	Chair	Kaha Ake GP Ltd	
	Member	Business Reference Group Te Arotake Future for Local Government	
	Member	Advisory board, Mayo Calder Ltd	

Richard I. LEGGAT	Director	Panuku Development Auckland Limited	
	Executive Chair	Kiwis for kiwi	
	Director	Hamilton Waikato Tourism	
	Director	Mortleg Ltd	
	Director	Snowsports NZ	
	Director	Trophy Metropolitan Ltd	
	Director	Warren and Mahoney	Possible
	Director	Winter Games New Zealand	
	Panel Member	NZ Markets Disciplinary Tribunal	
	Member	Union Cycliste Internationale Ethics Commission	
	Director	Westhaven Marina Limited	

Jennifer KERR	Director	Panuku Development Auckland Limited	
	Board member	New Zealand Rugby	
	Board member	NZTE	
	Board member	Callaghan Innovation	
	Board member	Waipa Networks Ltd	
	Settlor, Trustee, Beneficiary	J.R. Kerr Trust	
	Masters Student	University of Waikato	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Forsyth Barr	
	Trustee	J.R. Kerr Portfolio of Shares and Bonds managed by Craig Investment Ltd	
	Member	Port Nicholson Trust	

Committee member	Audit and Risk – Police
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**Kenina
COURT**

Director	Panuku Development Auckland Limited
Director	KW Westgate Limited
Director	GCML Trustees Limited
Director	PGFT Trustees Limited
Director	French Trustees Limited
Director	Eight Peaks Holdings Limited
Director	Blue Penguin Trustees Limited
Director	Lovelock Trustees Limited
Director	Pasifika Enterprises Limited
Director	Platinum Securities Limited
Director	Stornoway Developments Limited
Director	Huma Holdings Limited
Director	It's Happened Trustees Limited
Director	Rice Family Trustees Limited
Director	Pathfinder Trustees Limited
Director	Pathsol Limited
Director	PSL Freedom Limited
Director	TOH Limited
Director	Twinlion Trustees Limited
Director	Up Skill Teams Limited
Director	NTA Holdings Limited
Director	Holly Corp Trustees Limited
Director	Market Kitchen Limited
Director	Nathan Whanau Trustees Limited
Director	Fale Developments Limited
Director	CP Resettlement Trustees Limited
Director	Banking Ombudsman Scheme Limited
Director	M&G Trustees Limited
Director	New Gipsy Limited
Director	Levinge Trustees Limited
Director	Pathfinder Management Partner Limited
Director	BDE Bonus Limited
Director	Silvereye Investments Limited
Director	Lujato Trustees Limited
Director	Fortitudine Trustees Limited
Director	Oceania Career Academy Limited

Steven EVANS	Director	Panuku Development Auckland Limited	
	Chief Executive	Fletcher Building LTD	Yes
	Member	MBIE Building Advisory Panel	Yes
	Member	Steering Group Construction Industry Accord	
	Board Member	Urban Development Institute of New Zealand	Yes
	Director	Homai General Partner Limited	

Susan HURIA	Director	Panuku Development Auckland Limited	
	Trustee	Construction Health & Safety NZ (CHASNZ)	
	Director	Connexis	
	Chair	Gisborne Covered Production	
	Chair	Leaderbrand Holdings and associated entities	
	Director	Ospri and associated entities	
	Director/Shareholder	Rawa Hohepa	
	Director	Royal College of General Practitioners	
	Business Reference Group member	Te Arotake Future for Local Government	

Director meeting attendance register – 2021 / 2022

	2021						2022					TOTAL
	28 Jul	25 Aug	22 Sep	Oct	Nov	Dec	Feb	Mar	Apr	May	Jun	
P.F. Majurey	✓	✓	✓									
J. Coop	x	✓	✓									
D.I. Kennedy	✓	✓	✓									
R.I. Leggat	✓	✓	✓									
J. Kerr	✓	✓	✓									
K. Court	✓	✓	✓									
S. Huria	✓	✓	✓									
S. Evans	x	✓	✓									

LOA – Leave of absence

3.1 Minutes of 25 August 2021 board meeting	18 08/21	The Eke Panuku Board reviewed and confirmed the Minutes of the Board Meeting 25 August 2021, with confidential information included, as a true and accurate record of the meeting.
Close of board meeting	22 08/21	The meeting closed at 11.30am.

Read and confirmed

_____ **Chair**

_____ **Date**

Draft